

ICSC European Retail Property School



4-9 JULY 2004
LAUSANNE, SWITZERLAND

**THIS COMPREHENSIVE PROGRAMME SHOWS HOW ALL THE PIECES OF
MANAGING AND MARKETING A SHOPPING CENTRE WORK TOGETHER.**

- GAIN A SOLID FOUNDATION IN MARKETING OR MANAGEMENT
- DEVELOP YOUR EXPERTISE IN ADVANCED CLASSES - NEW FOR 2004
- LEARN TECHNIQUES FOR STRATEGIES THAT WORK
- IMPROVE THE PROFITABILITY OF YOUR BUSINESS
- OPTIMUM PARTICIPANT/SPEAKER RATIO
- MAKE VALUABLE INTERNATIONAL CONTACTS

PLUS ASM/AMD EXAMINATIONS ON 10 JULY 2004

ICSC European Retail Property School

4-9 JULY 2004

INTERNATIONAL INSTITUTE FOR MANAGEMENT DEVELOPMENT
LAUSANNE, SWITZERLAND

ICSC again brings to Europe an outstanding education opportunity for the shopping centre industry. This time, two levels of courses in management and marketing will be conducted to serve the tremendous need for education and training of today's professionals. With 36 total classes (9 in each level in each discipline), the ICSC European Retail Property School is designed to help you face the enormous challenges in managing, marketing and leasing your centres in an extensive five-day programme.

Level I courses are for those students seeking to understand fundamental concepts present in the European shopping centre business. Level II is advanced studies, accelerating your understanding of subject matter and showing how to apply it in your everyday business practice.

In addition to the valuable knowledge you will gain from participating in the ICSC European Retail Property School, you will find it a valuable networking tool as you will have the chance to interact with faculty and exchange ideas with colleagues from all over Europe.

The ICSC European Retail Property School will be held at IMD in Lausanne, Switzerland. IMD is one of the world's leading business schools with over 50 years' experience in developing the leadership capabilities of international business executives at every stage of their careers.

As we aim to provide the optimum participant/speaker ratio to enhance this learning experience, class size is strictly limited. We encourage you to register early and not miss out on this exceptional opportunity.

■ WHO IS ICSC

The International Council of Shopping Centers (ICSC) is the professional and trade association of the shopping centre industry. We are a not-for-profit organisation run for the benefit of over 44,000 members in 80 countries worldwide. Members of ICSC include shopping centre owners, developers, retailers, managers, marketing specialists, leasing agents, researchers, architects, contractors, consultants, investors, lenders, brokers, academics and public officials.

In Europe, members exchange ideas and information through deal-making opportunities, educational conferences and seminars, professional development and research meetings. Our European and International Awards recognise excellence in new and refurbished shopping centres, and in their marketing, advertising and promotion.

Membership brings proven benefits in developing your business and career through unique access to shopping centre intelligence, industry leaders and professionals across Europe.

■ PROGRAMME DATES AND LOCATION

Sunday, 4th July – Friday, 9th July 2004

International Institute for Management Development

Chemin de Bellerive 23

P.O. Box 915

CH-1001, Lausanne, Switzerland

HÔTEL ALPHA-PALMIERS

rue du Petit-Chêne 34, CH-1003, Lausanne, Switzerland

A block of rooms has been reserved for participants at Hôtel Alpha-Palmiers. We have negotiated a special rate of CHF 225 (+ tourist tax of CHF 2.20). Room rate includes breakfast.

■ GENERAL INFORMATION

This comprehensive programme shows how all the pieces of managing and marketing a shopping centre work together. In five intensive days, you will gain basic fundamental skills or advanced strategic skills in creating a more profitable shopping centre.

Shopping Centre Management Level I (for industry professionals with less than three years of experience)

Learn the nuts and bolts of operating your shopping centre more effectively. Learn how to maximise income and develop the long term value of your centre.

Shopping Centre Marketing Level I (for industry professionals with less than three years of experience)

Learn the fundamentals of effective shopping centre marketing to help you increase retail sales and improve relationships with tenants. Learn how to create effective marketing campaigns and programmes that produce results.

Shopping Centre Management Level II (for industry professionals with more than three years of experience)

Discover the strategic knowledge necessary to enhance your professional standing and manage your property more efficiently than ever before. Learn advanced techniques for making a difference in both your performance and your property's.

Shopping Centre Marketing Level II (for industry professionals with more than three years of experience)

New thoughts and instruction on marketing the modern shopping centre with strategic thinking on increasing centre productivity, creating value enhancing sponsorship packages and marketing to an increasingly sophisticated consumer.



■ WHO SHOULD ATTEND

- Shopping centre managers and assistant managers
- Leasing managers
- Marketing managers considering expanding their responsibilities
- Owners, development officers, asset managers, investors and others of related disciplines, who are seeking general basic knowledge of shopping centre management, marketing and letting
- Every shopping centre professional who needs practical techniques for developing strategies that work
- Retail real estate brokers and retail property managers

■ HOW YOU WILL BENEFIT

- Gain a solid foundation in management and marketing to help you in your day-to-day responsibilities.
- Become an expert at increasing the value of your centre and net operating income.
- Learn exactly what it takes to operate shopping centres successfully.
- Build a network of valuable international contacts.
- Create effective marketing campaigns and programmes that produce results.

■ LANGUAGE

THE SCHOOL WILL BE CONDUCTED IN ENGLISH. Simultaneous translation into other languages may be arranged by request for groups of 20.

■ MASTERCLASS 2004

Monday, 5 July 2004 **17:30-18:30** with Jean-Louis Solal. Join your fellow students for a conversation with Jean-Louis Solal, the universally recognized "master developer" of Europe's first modern shopping malls. From Parly 2 in the 60s to Diagonal Mar in the last few years, most of continental Europe's most innovative and pace setting centres have benefited directly or indirectly from the genius of this great industry leader. The Masterclass will feature a wide ranging interview with Mr. Solal and a question and answer session. This is a once in a lifetime chance for direct personal contact with one of the world leaders of the shopping centre industry.

■ SCHEDULE OF EVENTS

Registration will be held at **IMD**

Chemin de Bellerive 23
CH-1001 Lausanne, Switzerland

Test Review

Sunday, 4 July 2004 with Scott Abbey **15.00 - 17.00**

Registration Hours

Sunday, 4 July 2004 **16.00 - 17.00**

Monday, 5 July 2004 **7.30 - 8.00**

Welcome and Reception

ICSC will host a Welcome meeting and Reception on Sunday, 4 July 2004 17.00 - 19.00 at **IMD** with Mike Kercheval, CEO and President of ICSC, Gregg McCort, Director of Education and Ermine Amies, Managing Director of ICSC Europe.

Class Hours

All morning classes start promptly at 8.30 and conclude at 12.00 with a 15-minute refreshment break at 10.30. All afternoon classes will begin at 13.30 and conclude at 17.00 (except Monday which ends at 18.30 and Tuesday which ends at 17.30) with a 15-minute refreshment break at 15.30.

■ REGISTRATION FEES

Advance Registration Fees

ICSC Member: €1,450

Non-Member: €1,850

Late Registration Fees after 28 May 2004

ICSC Member: €1,850

Non-Member: €2,250

To enhance the learning and programme quality,

REGISTRATION IS LIMITED TO 50 STUDENTS.

Registrants will be accepted on a first-come, first-served basis. If the course you register for is closed, you will be notified immediately. See registration form on page 14.

Confirmation

Upon receipt of your registration form and payment, ICSC will send you a confirmation notice.

Cancellations

Cancellations will be subject to a €25 cancellation fee. No refunds will be given for cancellations received after **21 June 2004**. All cancellations must be received by ICSC in writing.

Registration fee includes:

- Welcome Reception on Sunday
- 2 coffee breaks from Monday to Friday
- Luncheon from Monday to Thursday
- Networking dinner on Tuesday
- An easy-to-use handbook with course outlines and many examples to help you reinforce concepts taught in the Institute. This will be a valuable reference book that you will use for years to come.
- *ICSC's Dictionary of Shopping Center Terms* for Level I students.
- *European Shopping Centre Awards* for Level II students.

■ EUROPEAN MANAGEMENT I INSTITUTE COURSE SCHEDULE*

	5 JULY Monday	6 JULY Tuesday	7 JULY Wednesday	8 JULY Thursday	9 JULY Friday
8.30 – 10.00	An Overview of Shopping Centre Management in Europe	Operations and Managing Common Area Maintenance (CAM) Service Charges	Integrating Research and Marketing In The Business Plan	Accounting, Budgets and Lease Administration	The Lease Language and its Application
10.30 – 10.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>
10.45 – 12.00	An Overview of Shopping Centre Management in Europe	Operations and Managing Common Area Maintenance (CAM) Service Charges	Integrating Research and Marketing In The Business Plan	Accounting, Budgets and Lease Administration	The Lease Language and Its Application
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Insurance, Risk Management and Security	Retailing Principles and Tenant Retention	Planning, Design and Construction	Principles of Letting and Temporary Tenants	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	Insurance, Risk Management and Security	Retailing Principles and Tenant Retention	Planning, Design and Construction	Principles of Letting and Temporary Tenants	
17.30 – 18.30	Masterclass	Class ends at 17.30 Barbecue Dinner at 18.00			

*Class order is subject to change.

■ EUROPEAN MARKETING I INSTITUTE COURSE SCHEDULE*

	5 JULY Monday	6 JULY Tuesday	7 JULY Wednesday	8 JULY Thursday	9 JULY Friday
8.30 – 10.30	An Overview of Shopping Centre Marketing in Europe	Principles of Market Research	Retailing Concepts and Visual Merchandising	Media Mix and Target Marketing	Public Relations, Community Relations and Sales Promotion
10.30 – 10.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>
10.45 – 12.00	An Overview of Shopping Centre Marketing in Europe	Principles of Market Research	Retailing Concepts and Visual Merchandising	Media Mix and Target Marketing	Public Relations, Community Relations and Sales Promotion
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	The Marketing Plan	Retailing Principles and Tenant Retention	Marketing's Contribution to Increasing Centre Performance	Development of an Effective Advertising Campaign	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	The Marketing Plan	Retailing Principles and Tenant Retention	Marketing's Contribution to Increasing Centre Performance	Development of an Effective Advertising Campaign	
17.30 – 18.30	Masterclass	Class ends at 17.30 Barbecue Dinner at 18.00			

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■ 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 LETTING 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.

■ EUROPEAN MARKETING I INSTITUTE

COURSE DESCRIPTIONS

AN OVERVIEW OF SHOPPING CENTRE MARKETING IN EUROPE

You will receive an in-depth review of the marketing manager's role as it involves all facets of shopping centres, including the lease document, financial reporting, legal responsibilities, budgeting, license agreements, taxes, insurance and contracts. The responsibilities of managing an internal marketing department to appropriate marketing expenses as well as outside resources for the marketing function will also be discussed. The session concludes with an introduction to building relationships with owners.

PRINCIPLES OF MARKET RESEARCH

Learn about the techniques and interpretation of market research. Specific topics include the utilisation of various methods of shopping centre research. Included will be centre/competitive data, primary consumer data, footfall, secondary market data, defining the catchment area and benchmark tools and their application.

RETAILING PRINCIPLES AND TENANT RETENTION

You will learn the principles of retailing, merchandising and the retailer's merchandise buying process. We will cover principal types, ownership structures and retail industry-specific terminology. A major benefit will be a valuable overview of retail terms; tenant mix criteria; and the primary goals of shopping centre personnel as they relate to retail productivity. Specific topics include troubleshooting, marketing assistance, skills in communication, as well as 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.

RETAILING CONCEPTS AND VISUAL MERCHANDISING

Learn retailing concepts as well as how to evaluate a store's visual appeal, with emphasis on inventory breadth and depth, traffic flow, layout, visual presentation and merchandise displays.

MARKETING'S CONTRIBUTION TO INCREASING CENTRE PERFORMANCE

Learn why marketing and the role of the marketing manager is critical to the success of the shopping centre. In meeting your daily responsibilities as a marketing professional, you will face this challenge from retailers and centre owners. It examines how a shopping centre derives its earnings from your retailers' rent and how marketing contributes to that process. Letting support, the impact of retail sales in setting market rents for renewals and re-letting, increases in turnover rental income, and the creation of additional income sources in relation to the centre's marketing plan will be discussed. In addition, the basic fundamentals of shopping centre economic formulae and lease terminology will be covered.

MEDIA MIX AND TARGET MARKETING

Learn all about advertising in newspaper, television, radio, direct mail, outdoor, Internet and other media. Gain a basic knowledge of media terminology, research and buying strategies, comparing and maximising media options, and developing goals for effective media use. This course will assist you in evaluating media buys and placements.

DEVELOPMENT OF AN EFFECTIVE ADVERTISING CAMPAIGN

Develop an effective advertising campaign using the skills and concepts introduced throughout the week. The class, designed as an interactive workshop, will provide you with an overview of the advertising production process and fundamentals of advertising concepts. This course will cover how to identify your shopping centre as a brand that consumers will recognise.

PUBLIC RELATIONS, COMMUNITY RELATIONS AND SALES PROMOTION

Your shopping centre can be featured in the news and you will learn how. Come away with an understanding of public relations and its role as an effective marketing tool. Learn the vocabulary of media relations, ways of determining the newsworthiness of various shopping centre activities, different types of publicity coverage, things you need to know about working with the media, how to influence public opinion, ways to generate positive coverage and how to evaluate the media coverage you receive. Using community relations to increase publicity for your centre as it relates to special events and sales promotion issues will be discussed.

THE MARKETING PLAN

Learn how to develop an effective marketing plan in this two-part class. First, you will participate in an in-depth discussion of how to develop an effective plan comprising the five key parts: the situation analysis; identifying problems and opportunities; setting worthwhile goals; developing strategies; and employing tactics that will help achieve the centre's objectives. Several strategic marketing plans are provided as part of the lecture to give students valuable and relevant examples. You will also be asked to perform a hands-on sales analysis. During the second half of the class, you will participate in a workshop to develop a strategic marketing plan. You will come away with the thought processes you can employ in your own planning efforts.

■ EUROPEAN MANAGEMENT II INSTITUTE COURSE SCHEDULE*

	5 JULY Monday	6 JULY Tuesday	7 JULY Wednesday	8 JULY Thursday	9 JULY Friday
8.30 – 10.30	Creating Value Through An Effective Business and Operational Plan	Law As It Applies To Shopping Centre Management	The Team Approach To Asset Management	Shopping Centre Finance	Letting and Developmental Strategies
10.30 – 10.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>
10.45 – 12.00	Creating Value Through An Effective Business and Operational Plan	Law As It Applies To Shopping Centre Management	The Team Approach To Asset Management	Shopping Centre Finance	Letting and Developmental Strategies
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Advanced Retailing: Merchandising to Economics	Managing Mixed Use and Urban Centres	Advanced Public Relations Strategies and Crisis Management	Advanced Market Research	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	Advanced Retailing: Merchandising to Economics	Managing Mixed Use and Urban Centres	Advanced Public Relations Strategies and Crisis Management	Advanced Market Research	
17.30 – 18.30	Masterclass	Class ends at 17.30 Barbecue Dinner at 18.00			

*Class order is subject to change.

■ EUROPEAN MARKETING II INSTITUTE COURSE SCHEDULE*

	5 JULY Monday	6 JULY Tuesday	7 JULY Wednesday	8 JULY Thursday	9 JULY Friday
8.30 – 10.30	Merchandising the Centre and Creating a Let Plan	Strategic Marketing to Enhance Centre Productivity	The Team Approach to Asset Management	Marketing Mixed Use and Urban Centres	Integrated Marketing Strategies
10.30 – 10.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>
10.45 – 12.00	Merchandising the Centre and Creating a Let Plan	Strategic Marketing to Enhance Centre Productivity	The Team Approach to Asset Management	Marketing Mixed Use and Urban Centres	Integrated Marketing Strategies
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Advanced Retailing: Merchandising to Economics	Tourism, Sponsorship and Other Speciality Marketing	Advanced Public Relations Strategies and Crisis Management	Advanced Market Research	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	Advanced Retailing: Merchandising to Economics	Tourism, Sponsorship and Other Speciality Marketing	Advanced Public Relations Strategies and Crisis Management	Advanced Market Research	
17.30 – 18.30	Masterclass	Class ends at 17.30 Barbecue Dinner at 18.00			

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■ EUROPEAN MANAGEMENT II INSTITUTE COURSE DESCRIPTIONS

CREATING VALUE THROUGH AN EFFECTIVE BUSINESS AND OPERATIONAL PLAN

You'll better understand the many roles the business plan will play to maximise operational efficiencies, net operating income and to enhance long-term centre value in today's competitive environment. The basic components of effective business planning will be discussed including the leasing plan, marketing plan, capital plan and budget detail. Operational topics include supervision of contractors and in-house labor assigned to the physical plant (including maintenance and security), fiscal direction and control.

MANAGING MIXED USE AND URBAN CENTRES

Learn how to meet the requirements and overcome the unique problems of managing properties of incorporating retail with other uses as well as centres located in urban areas. Specific topics include management of the physical plant and addressing the problems and opportunities particular to these centres: tenant mix; dealing with competing centres and retailers; developing a policy manual and bidding procedures; lease administration and reporting practices.

SHOPPING CENTRE FINANCE

Master the concepts of shopping centre value, including the time value of money; net operating income and rate of return; capitalisation rates; cost of working capital; and the internal rate of return and payback of let deals (particularly those with substantial capital requirements). The emphasis of this course is on the return on investments, increasing funds from operations (FFO) and shopping centre valuation. Tools covered include monthly financial statements, pro formas, annual budgets and forecasts.

LETTING AND DEVELOPMENTAL STRATEGIES

You will take an in-depth look at the retail environment, which includes a discussion of the importance of letting to a shopping centre's fiscal soundness and a detailed examination of the multiple components of the let document. This course emphasises tenant mix and analyses how to devise leasing strategies to select and pursue tenants that maximise the centre's total productivity. Specific subjects include lease terms; minimum and percentage rents; performance requirements; tenant improvement allowances; common area maintenance (CAM) charges and lease negotiations.

LAW AS IT APPLIES TO SHOPPING CENTRE MANAGEMENT

Learn what to do and what not to do to diminish exposure and keep legal fees to a minimum. As an experienced manager, you will gain a far better understanding of the legal principles underlying your duties and daily responsibilities. This course analyses and dissects the many contractual and non-contractual relationships created and maintained by the property manager. You will have a firm basis for determining when legal advice should be sought and when sound business judgment is sufficient to solve a problem.

ADVANCED MARKET RESEARCH

Learn how market research is the foundation of all facets of the decision making process. Review the details of the research process from formulation to implementation, including the analysis and formulation of strategies involving operations, marketing and letting. Learn about redevelopment opportunities uncovered through the analysis process. Topics include shopping centre needs assessment and specific market characteristics, methodology and analytic tools.

ADVANCED RETAILING: MERCHANDISING TO ECONOMICS

Review changing retailing dynamics, financial statements, seasonal effects and current issues. Learn the changes in retail formats, consolidation of national chains, the ever-changing role of anchor tenants and the effect of sales productivity on market rents in the shopping centre industry. Pick up ideas on strengthening retail tenants. This course will give you ways to effectively diagnose the economic vitality of a retailer, analyse that retailer's sales performance and merchandise mix and develop recommendations that will improve the retailer's sales productivity.

ADVANCED PUBLIC RELATIONS STRATEGIES AND CRISIS MANAGEMENT

Learn ways to extend the application of public relations beyond generating free media coverage. Make public relations a strategic part of your centre's marketing plan, and target approaches to specific media, consumers, tenants and city/state officials. You will understand how to use public relations techniques to influence your community and customer base. This session will also focus on effective pre-planning for all types of crisis situations faced by shopping centres today. Discussion will include case studies and examples of effective strategies used to combat both reality and perception when dealing with crisis management. The various audiences of consumer, retailer, media and their roles in the process will be addressed.

THE TEAM APPROACH TO ASSET MANAGEMENT

See how letting, specialty letting, marketing and property management teams can work together to increase productivity. Strategies, collaborative and cooperative methods are reviewed to focus discussion on relationships among owners/developers, management, tenants, lenders and customers. You will participate in exciting workshops that review effective teamwork techniques employed to improve a centre's competitive position and enhance its net operating income.

■ EUROPEAN MARKETING II INSTITUTE COURSE DESCRIPTIONS

STRATEGIC MARKETING TO ENHANCE CENTRE PRODUCTIVITY

Learn more about the types of marketing actions that provide the most cost-effective and efficient results affecting the financial performance of shopping centres. Discussion is focused on the relationship between marketing programme costs and sales performance. Analytic tools discussed include rent formulas, demographic characteristics and sales performance comparisons. You will learn about the cost of capital and how you can evaluate the marketing results that justify capital invested in marketing. You will also learn how to establish payback on those funds through measurable results.

MARKETING MIXED USE AND URBAN CENTRES

Investigate the ways marketing can be implemented to address the problems and opportunities unique to mixed use and urban centres. Examine the issues that differentiate them from larger properties. This course covers those unique centre concerns, including such topics as defining the market, strategic planning and marketing, and the financing and sustaining of a successful marketing programme.

MERCHANDISING THE CENTRE AND CREATING A LET PLAN

Gain an overview of merchandising a centre, focusing on tenant mix and positioning both new and existing centres. Topics covered include developing a plan to strengthen your centre's tenant mix by using trade area data to determine market focus, the similarities and differences of various merchant categories, the let renewal decision, and various considerations in placing tenants in the correct space in the centre. Learn to explore and take advantage of the natural synergism between the consumer marketing and leasing disciplines.

INTEGRATED MARKETING STRATEGIES

You will explore examples of strategic integrated marketing applications. Special emphasis is given to learning to quantify, qualify, compare, target, and alter demographic draws and shopper profiles. Shopping patterns, buying attitudes, competition and effectiveness are discussed, along with the presentation of case studies.

TOURISM, SPONSORSHIP AND OTHER SPECIALTY MARKETING

This course will cover specialty-marketing programmes that specifically targets a lucrative market. We will discuss tourism research, developing a tourism-marketing plan, sales and marketing techniques as well as the tracking of your programmes. Sponsorship programmes and partnerships are another way to bring in money and increase revenue to ultimately change the value of the shopping centre. This course will explore the difference between the two; look at how to identify potential sponsors and partners; how to negotiate with them; and how to nurture the relationship for long-term success. Other specialty marketing techniques will be discussed such as joint shopping centre programmes and corporate programmes.

ADVANCED MARKET RESEARCH

Learn how market research is the foundation of all facets of the decision making process. Review the details of the research process from formulation to implementation, including the analysis and formulation of strategies involving operations, marketing and letting. Learn about redevelopment opportunities uncovered through the analysis process. Topics include shopping centre needs assessment and specific market characteristics, methodology and analytic tools.

ADVANCED RETAILING: MERCHANDISING TO ECONOMICS

Review changing retailing dynamics, financial statements, seasonal effects and current issues. Learn the changes in retail formats, consolidation of national chains, the ever-changing role of anchor tenants and the effect of sales productivity on market rents in the shopping centre industry. Pick up ideas on strengthening retail tenants. This course will give you ways to effectively diagnose the economic vitality of a retailer, analyse that retailer's sales performance and merchandise mix, and develop recommendations that will improve the retailer's sales productivity.

ADVANCED PUBLIC RELATIONS STRATEGIES AND CRISIS MANAGEMENT

Learn ways to extend the application of public relations beyond generating free media coverage. Make public relations a strategic part of your centre's marketing plan and target approaches to specific media, consumers, tenants and city/state officials. You will understand how to use public relations techniques to influence your community and customer base positively. This session will also focus on effective pre-planning for all types of crisis situations faced by shopping centres today. Discussion will include case studies and examples of effective strategies used to combat both reality and perception when dealing with crisis management. The various audiences of consumer, retailer, media and their roles in the process will be addressed.

THE TEAM APPROACH TO ASSET MANAGEMENT

Discover how letting, specialty letting, marketing and property management teams can work together to increase productivity. Strategies as well as collaborative and cooperative methods are reviewed to focus discussion on relationships among owners/developers, management, tenants, lenders and customers. You will participate in workshops to review effective teamwork techniques employed to improve a centre's competitive position and enhance its net operating income.

■ FACULTY



SCOTT ABBEY, scsm is currently Director of Retail Properties for Rodamco Europe, based in Rotterdam, with responsibility for strategic development of Rodamco's Pan-European shopping centre management. During Scott's shopping centre experience he has been involved with the opening or ongoing performance of 65 shopping centres throughout Europe including France, Spain, the Netherlands, Sweden, Denmark, the Czech Republic, Italy and Greece. Prior to Rodamco Europe, Scott worked for TrizecHahn Europe, based in London.



J. LORNE BRAITHWAITE is the founder and past President and Chief Executive Officer (1978-2001) of Cambridge Shopping Centres Limited, a public Toronto-based developer. Under his stewardship, the Cambridge portfolio of retail driven real estate was grown from \$166 million in 1978 to \$5.5 billion in 2001. Prior to acquiring Cambridge through a leveraged management buyout in 1980, Lorne began his career as a retailer, serving in various managerial positions with Eaton's and then moved onto development, rising to Sr. Vice President for Oxford Development Group.

GARY BROWN, cls is currently Senior Vice President Real Estate for Foot Locker Europe in the Netherlands. He was President of Venator Group Realty (now Foot Locker Group Realty) and Corporate Vice President of Real Property. Gary has been with Foot Locker for 38 years serving previously as Director of Real Estate and Director of Marketing and Strategic Planning for the Canadian Company. Following his Canadian experience he was in charge of real estate worldwide and managed the sale of non-strategic owned and leased real estate. Foot Locker, Inc, the parent of Foot Locker Europe, is the world's largest footwear company, operating 3,588 stores in 14 countries. Foot Locker Europe, with more than 300 stores, is the growth engine for Foot Locker.



RICHARD BUSBY is Chief Executive of BDS Sponsorship Ltd and membership secretary of the European Sponsorship Association, has worked for the last twenty years on sponsorships as diverse as The Olympics, Expo '92, The United Nations, The UK Government's Department of Health, the Arts Council and the BBC. Global/Pan European sponsor clients have included Ciba, Danone, Phillips, Polaroid, Reed Elsevier and Shell.

He is author of various publications including the best selling FT Management report *'Measuring Successful Sponsorship'*. Current BDS clients include British Land Retail Parks, Capital Shopping Centres, Chelsfield, Crown Estates, Legal and General, McArthur Glen, Parkview International (Battersea Power Station), Pillar Property and Prudential.



EILEEN CONNOLLY heads the Retail Marketing team for Donaldsons. She has over 18 years experience in the shopping centre industry. Eileen has been involved with over 65 shopping centre and retail developments, such as out-of-town, town centre, speciality and retail park destinations. Eileen's experience covers all elements of the marketing mix within shopping centres including advice on use of technology and website development.



YVONNE COURT is Head of Retail Research and Consultancy at Cushman & Wakefield Healey & Baker. She has extensive knowledge of advanced demographic analysis and market research techniques in the context of property consultancy projects. Yvonne has a wide range of experience in both academic and private sector property research, having been involved with a broad variety of projects on a Pan-European and global basis. Yvonne has written numerous articles, conference papers and other publications on aspects of retailing and retail property markets across Europe. Projects include combinations of catchment area analysis, property market analysis, consumer and business market research surveys, market entry strategy, location targeting strategies, feasibility studies and turnover assessments.



ROLF EBERLI is currently the manager of Willis AG in Switzerland. His professional career in the insurance profession began in 1980 at Winterthur Insurance in Winterthur. In 1984, he joined Aon Jauch & Huberner as head of the firm's liability department where he also served as Team Leader for chemistry and public utility accounts and Key Account Manager for Calriant. From 1998 to 2000, Rolf worked as a Senior Underwriter Liability and D & O for Allianz Versicherung AG and from 2000 to 2001 for Reliance National. He is a resident of Mannedorf, Zurich, Switzerland, studied law at Fribourg (lic,iur); and received a degree in management at Imaka.



ARCADIO GIL, asm is the Managing Director of LaSBA, a Shopping Centres Consultancy firm integrated by 10 professionals and operating in Spain and Portugal. LaSBA started its activity in 2001 providing consultancy services to developers and investors on research, feasibility studies, development and investment in the shopping centre field. Mr. Gil has actively participated in the conception, development and operation of more than 80 regional and urban centres, factory outlets and retail parks throughout Spain and Portugal.

He started his professional career in 1978 with the construction of the Shopping Centre Madrid 2 in La Vaguada (Madrid). Later, with Sociedad de Centros Comerciales de España (SCCE), he assumed responsibility for all the management teams of Madrid 2 during its first 9 years (1983-1992). Beginning in 1992, Mr. Gil managed Laese, a company specialized in providing services to shopping centres, employing more than eighty professionals.

At present Arcadio Gil is the Chairman of the ICSC European Jury of Shopping Centre Awards. In 2003, he became the first European member of the Design and Development International Awards Jury. He is a member of the ICSC Advisory Board and has been an active member of the Council for 14 years and its Vice-President between the years 1997 and 2001.



JACQUES HOROVITZ, imd is Professor of Service Strategy, Service Marketing & Service Management at IMD. He focuses on how to compete through service and improve customer satisfaction with heavy emphasis on service as a strategy for differentiation, on customer loyalty and on creating a service culture. He has extensively researched service strategies and service quality, relationship marketing, customer bonding. His books have been published in 11 European languages, American, Chinese and Japanese. He has had hands on practical marketing and management experience. He also founded, developed and managed a pan-European consulting company with offices in seven countries, in a variety of sectors including leisure, tourism, transportation, financial services, office automation, hospitality and retailing. He graduated from the Ecole Supérieure de Commerce de Paris, and has a M Phil and a Ph. D (Doctorate) from the Graduate School of Business, Columbia University, New York. His academic awards include a Samuel Bronfman fellowship and the prize for the best research in general management from the American Academy of Management.



BRIAN JENKINS, scsm is a Partner with AIG/Lincoln, Europe wide developers of commercial real estate including office buildings, business parks, and now shopping centres. Mr. Jenkins is responsible for managing the development of all retail projects within Europe including in the process of investigation, site acquisition, organization, financing and execution. Formerly, Brian was Chief Development Officer for TriGranit Development Corporation and was the Project Director for West End City Center in Budapest, which opened in 1999. Prior to joining TriGranit Development Corporation, Brian served in a variety of management level positions during his 18 year career in the real estate industry working for TrizecHahn Corporation, The Hahn Company and May Centers in both the United States and here in Europe. Brian received the CSM designation in 1989, SCSM designation in 1996 and is on the faculty of the ICSC School of Professional Development. He is a graduate of Pennsylvania State University and the University of Illinois.



CHARLES JOYE graduated in Economics from the University of Fribourg. From 1965 to 1973 he worked for Larry Smith, consultants in Lausanne and Paris. In 1974 he participated in the creation of the ICSC European Committee, under the leadership of Jean-Louis Solal. Between 1973 and 1981 Charles was Real Estate and Expansion Manager of Maus Frères SA, the largest Swiss department store chain. In 1981, he founded Retail and Development Services SA, specialising in systematic site searches for retailers and the development, consulting, leasing and management of shopping centres and other retail properties. He is active mainly in Switzerland but has also worked in Austria, Belgium, Brazil, Finland, France, Germany, Italy, Lebanon, Luxembourg, Portugal, Russia, Spain and Turkey.

Charles was part-time Secretary General of ICSC Europe from 1992 to 1996. He chaired the 1982 and 1988 ICSC Annual Conferences in Paris and Geneva and was awarded the ICSC Trustees' Distinguished Service Award in 1991. He also chaired the European Award Committee for the first five years, launched the Jean-Louis Solal Marketing Award in 1993 and was its Chairman until 1996. He served as President of ICSC Europe from 1998 to 2001.



JULIA LANGKRAEHR is the Managing Director of Retail Profile Ltd, based in London, UK which she launched in 2001. Retail Profile Ltd implement and manage specialty retail leasing programmes in the UK. Prior to her involvement with Retail Profile Ltd, Julia was Vice President Specialty Leasing for TrizecHahn Europe responsible for specialty retail leasing and short-term commercialisation for all Pan-European retail and entertainment developments. Some of Julia's accomplishments at TrizecHahn include: managing the start-up and implementation of programmes in Czech Republic, Hungary, Italy and Slovakia, recruiting, training and advising international specialty leasing managers in each country. She has worked with international brands such as Cadbury, Tie Rack and Sock Shop. Julia has over 13 years experience in the shopping centre industry, specialising in specialty retail leasing.



ZITA MATIAS is the Regional Manager of Shopping Centres South/Islands for Sonae Imobiliária. Previously she was the Deputy General Manager and Marketing Manager of Centro Colombo and became the General Manager in 2001. She joined Sonae Imobiliária as a Marketing Manager in 1997. During her tenure, she implemented letting campaigns for MaiaShopping, NorteShopping, Centro Colombo and Centro Vasco da Gama.



JEAN-LOUIS SOLAL has been responsible for creating one of the most successful models for European centres including the first urban focused developments and the first hypermarket anchored property in the world. With Diagonal Mar in Barcelona, he forged an innovative mixed-use centre featuring retail, hotels and residential over a square kilometer area. He was a founder of ICSC in Europe, and is passionate about the benefits of sharing knowledge and developing talent. Jean Louis was awarded the ICSC Trustees Distinguished Service Award in 1988, and received the French Council's Trophée d'Honneur in 2002. In recognition of his personal contributions and influence on the evolution of the retail industry in France, he was made Officer of the French Légion d'Honneur in 1999.



HAZEL WEINBERG is the Marketing and New Business Development Director for Anderson Design and Marketing, an autonomous brand consultancy within the Saatchi and Saatchi Group. Their clients and projects include Prudential Portfolio, Burlington Arcade, Canary Wharf, TrizecHahn, Lend Lease, The Gap, Starbucks, Uniqlo, Grosvenor Estates, Rubicon, Debenhams, Cisco and ATCM. Hazel was a local government councillor (chairman and deputy leader) for many years with experience in liaising with government bodies, public relations and community relations.



ANTHONY WESTBROOK is the Principal of Westbrooks Retail Consultants and Cambridge Surveyors Conferences, a property training business for the retail and leisure industries. Tony is also Research Consultant to Anderson, part of the Saatchi & Saatchi Group, responsible for shopping centre research. Tony Westbrook spent 8 years at Capital & Counties (Capital Shopping Centres), before leaving to join MEPC where he became a Director of MEPC Developments Ltd, responsible for the implementation of MEPC's retail development programme. Tony then joined Donaldsons as a partner in charge of their shopping centre management team. He was responsible for the management of many major centres, including Brent Cross and the Pallasades. He also advised on the management of retail schemes both in the UK and in Portugal, including GaiaShopping and Via Catarina in Porto. He is a Fellow of the Royal Institution of Chartered Surveyors. He obtained a BSc in Estate Management from Reading University in 1978 and he holds the RICS Diploma in Project Management, which he passed in 1986. He was the Course Director for the British Council of Shopping Centres Diploma in Shopping Centre Management between 1997 - 2003.

■ ASM/AMD EXAMINATIONS

ACCREDITED SHOPPING CENTER MANAGER (ASM) AND
ACCREDITED MARKETING DIRECTOR (AMD) DESIGNATIONS



The need to recognise international shopping centre managers and marketing directors as professionals in the shopping centre industry and to set certain guidelines for the professional, led to the establishment of the Accredited Shopping Center Manager (ASM) and Accredited Marketing Director (AMD) in 1997.

For the first time, ICSC is offering the ASM and AMD examinations in Europe. The examination will be administered on Saturday, 10 July from 8.00 to 12.30 at the IMD in conjunction with the ICSC European Retail Property School.

Who Should Apply

- Shopping Centre Professionals with four years of experience and a broad knowledge of shopping centre marketing or management principles, who have the ability to apply those principles to effectively manage or market shopping centres.

How You Will Benefit

- Industry designation that recognises experience, knowledge and skills.
- Recognition of your leadership capabilities and increased professional stature.
- Best way to gain and keep the competitive edge.
- It is the difference between just knowing your field and being a leader in your field.
- News releases by ICSC, announcing your achievement to the media.

The accreditation will be awarded to those candidates who have met prescribed qualifications of experience/and or education and who achieve a passing score on the written examination.

The objectives of the ASM/AMD programmes are to:

- Establish and advance high standards in shopping centre management and marketing worldwide. An ASM must be able to manage and an AMD must be able to direct the marketing and promotion efforts of all types and sizes of shopping centres, in a wide range of geographical locations.
- Recognise shopping centre professionals who meet these professional standards.
- Seek and encourage others to train for careers in shopping centre management and marketing.
- Establish and maintain educational standards for the profession.

Qualifications

In order to qualify as a candidate for the ASM or AMD examination, in addition to meeting the following criteria, you must practice exclusively outside the U.S., its possessions or Canada and be a citizen of a country other than the U.S., its possessions or Canada:

Accredited Shopping Center Manager (ASM) Qualifications

- Be or have been actively engaged in shopping centre management for four years.

Experience in shopping centre management includes: maintenance, leasing, marketing and promotion, and shopping centre income and expense accounting.

Accredited Marketing Director (AMD) Qualifications

- Be or have been actively engaged in shopping centre marketing for four years,

or

- Be or have been actively engaged in shopping centre marketing as a shopping centre manager for four years whose duties include the marketing function.

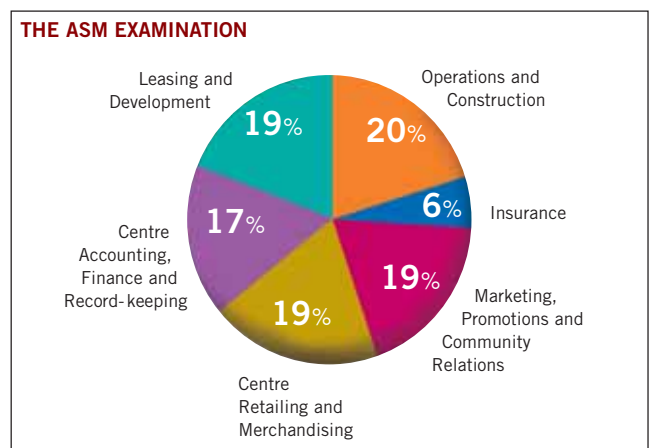
Experience in shopping centre marketing includes: marketing, research, marketing plan implementation, recordkeeping, special events implementation, sales promotion, public and community relations, advertising and media buying.

The ASM and AMD Examination

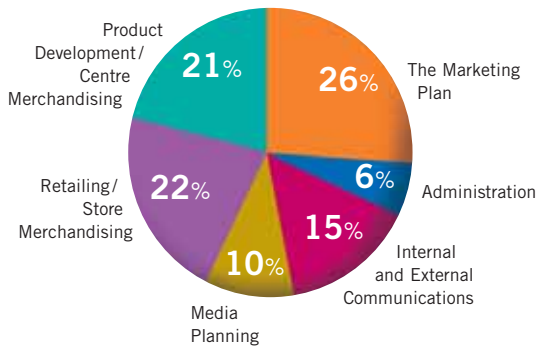
The ASM and AMD Examinations are written multiple-choice examinations consisting of 100 items administered in a four and one-half hour session. The examination's content is parallel to the Certified Shopping Center Manager (CSM) and Certified Marketing Director (CMD) examinations and are founded on generally accepted principles of operating shopping centres that have withstood the test of time in North America. However, some principles may not be applicable to situations as they vary from country to country.

Items that were specifically designed to test a concept that pertains exclusively to managing shopping centres in the U.S. and Canada (e.g., seasonal trends, U.S./Canadian law, U.S./Canadian insurance requirements) will not be tested.

The categories of material to be covered and the approximate weight of each are as follows:



THE AMD EXAMINATION



Test Date

The ASM and AMD examinations will be administered on Saturday morning, 10 July 2004.

Languages

The examinations will be administered in Spanish, Portuguese and English.

How to Apply

The ASM and AMD Application and Handbook are available on ICSC's website at www.icsc.org - go to the education tab, view the education menu and click on accreditation programmes.

Deadline

Applications, together with all accompanying materials, must be received at ICSC's headquarters in New York no later than 10 June 2004. The appropriate Committee designees review all applications and the candidates will be notified by ICSC immediately whether or not they qualify to take the exam.

Fee

The fee for taking the complete examination is €695.00 for ICSC Members and €1,390.00 for Non-members.

Preparing to Take the Examination

Prepare for the examination by choosing the study method that best suits your schedule and learning style – group study or independent study.

ICSC Support

Many of ICSC's established programmes support the ASM and AMD Programmes by helping candidates become familiar with the body of knowledge of shopping centre management and marketing such as:

e-Practice Tests

The e-Practice Tests were developed to give potential certification candidates an instant opportunity to learn how the exam questions are structured and to highlight the candidate's strengths and weaknesses in the subject matter, which will assist them in their planning and preparation for the lengthier exam. The items in the e-Practice Tests appeared on previous examinations for Certified Shopping Center Managers (CSM), Certified Marketing Directors (CMD) and Certified Leasing Specialists (CLS) administrations and reflect a sampling of content and difficulty levels a candidate would find on actual ASM and AMD exams.

To take one of the free sample study tests go to the ICSC website at www.icsc.org, click on the education tab, view the education menu and click on e-Practice Tests.

ASM/AMD Test Review Course

ICSC has scheduled a test review course on Sunday, 4 July from 15.00 to 17.00 during the School for those candidates taking the examination on Saturday. The test review was developed to familiarise the student with test taking methods as well as provide a review of the test content area. A practice test will be administered under simulated test conditions and the scoring for the examination will be reviewed.

Suggested Reading for the Examination

Supplement your learning with ICSC's collection of publications – the most effective training tools in the shopping centre industry. Suggested reading for preparation to take the examination includes:

- Shopping Center Marketing
- Shopping Center Management
- Shopping Center Leasing
- Certified Shopping Center Manager (CSM) Handbook
- The SCORE: Shopping Center Operations, Revenue & Expenses
- Shopping Center Study Lease
- ICSC's Dictionary of Shopping Center Terms

Visit ICSC's website at www.icsc.org for further product descriptions and pricing.

Independent Study

Many successful candidates develop their own method of study. Reviewing the topics on the content outline in conjunction with ICSC publications, and the professional literature combined with personal experience, is the key to success.

For more detailed information, please contact JoAnn Laut, ICSC's Senior Manager of Professional Recognition at +1 646 728 3462 or by email at jlaut@icsc.org

■ ICSC EUROPEAN RETAIL PROPERTY SCHOOL

4-9 JULY 2004

INTERNATIONAL INSTITUTE FOR MANAGEMENT DEVELOPMENT
LAUSANNE, SWITZERLAND

■ REGISTRATION FORM

HOW TO REGISTER

- Please use this form for one delegate only
- Photocopy this form for additional registrations
- Select the appropriate curriculum
- Please complete all sections of this form
- Send your payment with this form

There are three ways to register:

BY FAX: +44 20 7931 7628
(Credit card registrations only)

ONLINE: www.icsc.org/2004ERPS
(Credit card registrations only)

BY POST: International Council of Shopping
Centers/Europe LLC
1221 Avenue of the Americas
41st Floor
New York, NY 10020-1099 USA

For information on registration and
membership please contact ICSC Europe on
+44 20 7808 7018 or icsc.europe@icsc.org.

DEADLINES

To qualify for the advance registration dis-
count, send us your booking by **28 May 2004**.
For your name to appear in the main list of
delegates, we must receive your booking by
4 June 2004.

CANCELLATION POLICY

Cancellations will be subject to a €25
cancellation fee. No refunds will be given for
cancellations received after **21 June 2004**.
All cancellations must be received by ICSC
in writing.

REGISTRATION FEES

Advance Registration Fees:

ICSC Member: €1,450

Non-Member: €1,850

Late Registration Fees after 28 May:

ICSC Member: €1,850

Non-Member: €2,250

I authorise ICSC to send me announcements via fax, email, phone or otherwise about ICSC programs and services that be of interest to me or my colleagues.

Please tick curriculum choice: Marketing I Institute Management I Institute
 Marketing II Institute Management II Institute

Last Name _____ First Name _____

Company _____ Position _____ Type of Business _____

Address _____

City _____ Postal Code _____ Country _____

Telephone _____ Fax _____

Email _____ ICSC Membership Number _____

METHOD OF PAYMENT

Cheque enclosed for € _____ Make cheques payable to **International Council of Shopping Centers/Europe LLC**.
Credit Card: MasterCard Visa American Express

Name (as it appears on credit card) _____ Signature _____

Credit Card Number (Include all digits) _____ Expiration Date (month/year) _____

2004ERPS

■ HOTEL RESERVATION FORM

Please complete and return the hotel reservation form to: **MRS. LUCIE JANNIN, PROGRAM ADMINISTRATOR**
IMD, P.O. Box 915, CH-1001 Lausanne, Switzerland
Tel: +41 21 618 03 25 **Fax:** +41 21 618 07 07
Email: lucie.jannin@imd.ch

Last Name _____ First Name _____

Company _____ Address _____

City _____ Postal Code _____ Country _____

Telephone _____ Email _____

The hotel chosen for this programme is the **HÔTEL ALPHA-PALMIERS**, rue du Petit-Chêne 34, CH-1003 Lausanne, Switzerland

RATE: CHF 225 + 2.20 tourist tax, per night. Room includes breakfast.

A block of rooms is reserved at this hotel. Cut-off date is 24 May 2004. Requests received after the cut-off date are subject to space and rate availability.

I require hotel accommodation at the Hôtel Alpha-Palmiers for the following nights:

PLEASE TICK: 4 JULY 5 JULY 6 JULY 7 JULY 8 JULY 9 JULY

Arrival date and time _____ Departure date and time _____

Special requests (smoking, non-smoking room) _____

Special dietary requests _____

■ INTERNATIONAL COUNCIL OF SHOPPING CENTERS

Suite 1.7 Vigilant House, 120 Wilton Road • London SW1V 1JZ • TEL: +44 20 7808 7018 • FAX: +44 20 7808 7019

Membership Application

REGULAR MEMBERSHIP

€800 (Euros) per year.

Dues must accompany application.

IF YOUR COMPANY IS ALREADY A MEMBER, PLEASE GO TO INSTRUCTIONS FOR AFFILIATE MEMBERSHIP.

You are eligible for Regular Membership if your company is engaged in the development, ownership or management of shopping centers, is engaged in business as a merchant located in a shopping center or is engaged in business as a lending institution which provides equity, interim or permanent financing of shopping centers from its own funds. Each Regular Member company designates one person to act as its Official Member. An ICSC Member Sponsor is required on all Regular Member applications. Only Regular Members have voting privileges or may hold office in ICSC. Please fill out sections A, B, D, E, F and G on the reverse side.

ASSOCIATE MEMBERSHIP

€800 (Euros) per year.

Dues must accompany application.

IF YOUR COMPANY IS ALREADY A MEMBER, PLEASE GO TO INSTRUCTIONS FOR AFFILIATE MEMBERSHIP.

You are eligible for Associate Membership if your company is engaged in a trade, profession or industry allied to the shopping center field (i.e., leasing agents, lawyers, mortgage brokers, architects, contractors, suppliers, promotion, advertising and public relations agencies, and merchant's associations located in these shopping centers). Each Associate Member company designates the person to act as its Official Member. An ICSC member sponsor is required on all Associate Member applications. Please fill out sections A, B, D, E, F and G on the reverse side.

AFFILIATE MEMBERSHIP

€100 (Euros) per year.

Dues must accompany application.

You are eligible for Affiliate Membership if you are employed by a Regular or Associate Member, or an officer of a merchant association located in a shopping center of a Regular Member. You must be directly associated with a member firm and your company title must be consistent with that of your Regular or Associate Member. You cannot become eligible through a subsidiary or commonly owned company. Applicants for Affiliate Membership are required to include the signature of the company's official member on their applications. Please fill out sections A, D, F and G on the reverse side.

PUBLIC/ACADEMIC MEMBERSHIP

€100 (Euros) per year.

Dues must accompany application.

This category of membership is open to any government entity and any appointed or elected official at the city, state or national level. Also eligible are educators with a recognized college, university or educational institution and any such institution. Each Public/Academic Member entity designates one person to act as its Official Member. Please fill out sections A and D on the reverse side.

PUBLIC/ACADEMIC AFFILIATE MEMBERSHIP

€50 (Euros) per year.

Dues must accompany application.

You are eligible for Public/Academic Affiliate Membership if you are employed by a Public/Academic Member. You must be directly associated with a member firm and your title must be consistent with that of your Public/Academic Member. Applicants for Public/Academic Affiliate Membership are required to include the signature of the company's official member. Please fill out sections A and D on the reverse side.

INTERNATIONAL COUNCIL OF SHOPPING CENTERS

Suite 1.7 Vigilant House, 120 Wilton Road • London SW1V 1JZ • TEL: +44 20 7808 7018 • FAX: +44 20 7808 7019

2004ERPS

(PLEASE PRINT OR TYPE)

MRS. _____
 MR. _____
 FIRST INITIAL LAST

TITLE _____

COMPANY _____

MAILING ADDRESS _____

CITY _____

STATE/PROVINCE/COUNTRY _____ ZIP/POSTAL CODE _____

TELEPHONE _____ FAX _____

E-mail Address _____

ICSC Member Sponsor _____ Company _____

- | | | | | |
|-------------------|--------------------------------------|-------------------------------|--|--|
| I am applying for | Regular Membership | €800 <input type="checkbox"/> | Have you ever been a member of ICSC? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | Associate Membership | €800 <input type="checkbox"/> | Has your company ever been a member of ICSC? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | Affiliate Membership | €100 <input type="checkbox"/> | Do you hold an ICSC certification? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | Public/Academic Membership | €100 <input type="checkbox"/> | If yes, please list _____ | |
| | Public/Academic Affiliate Membership | €50 <input type="checkbox"/> | | |

I hereby apply for membership in the ICSC. If elected, I will abide by the Council's Articles of Incorporation and By-Laws, support its objectives and pay the dues established by the Board of Trustees for my class of membership. **If applying for Affiliate Membership, I attest that I am a salaried employee of the official member company and not a franchisee of that company.**

SIGNATURE OF APPLICANT _____ DATE _____ SIGNATURE OF OFFICIAL MEMBER _____ TE _____

- B** Specific Business Category (check all appropriate for your company's nature of business)
- OD Shopping Center Owner/Developer LI Lending Institution MN Shopping Center Management Company RT Retail
- Of those you checked, which ONE is your company's PRIMARY business? _____

- C** Specific Business Category — What is the PRIMARY nature of your company's business? (CHECK ONLY ONE)
- LF Law Firm ES Executive Search MA Marketing/Advertising RC Real Estate/Retail Consulting
- PS Product Supplier AF Accounting/Financial Firm AD Architecture/Design OT Other (specify) _____
- CC Construction/Contractor LB Leasing Brokerage IN Insurance
- MB Mortgage Broker

- D** Title Category (CHECK ONLY ONE)
- OW Owner/Partner/CEO/Chairman/ President MK Marketing Associate VP Vice President LA Leasing Agent/Real Estate Broker
- CT Contoller EV Executive/Senior VP MR Manager AT Attorney OT Other (specify) _____
- DR Director

- E** Under what legal form does your company operate? (CHECK ONLY ONE)
- PT Partnership CO Regular C Corporation IN Individual SC Sub S Corporation
- TR Trust REIT Real Estate Investment Trust EC Tax Exempt Corporation OT Other (specify) _____

- F** Primary Business Responsibility (CHECK ONLY ONE)
- CM Corp. Staff Management LR Leasing/ Real Estate IN Insurance/Risk Management AD Architecture/Design
- OP Operations/Management LG Legal EM EDP/MIS MN Maintenance
- FA Finance/Accounting SC Security MK Marketing/Advertising/ Public Relations OT Other (specify) _____
- RS Research CN Construction

- G** At what level do you perform your primary job function? (CHECK ONLY ONE)
- C Corporate Headquarters Level D Divisional Level S Shopping Center Level

Choose the payment option that best suits your needs:
 Cheque enclosed. Make Payable in €(Euros) to ICSC.
 Charge my: Mastercard Visa Amex

By Fax 1 212 589 5540 (credit card only)
 By Post: ICSC Europe PO Box 55329
 Tulsa, OK 74155 USA

FOR ICSC USE ONLY

Individual I.D.# _____ Company # _____

NAME (As it appears on credit card) _____ CARD EXPIRES _____

ACCOUNT NUMBER (Include all digits) _____ MO _____ YR _____

SIGNATURE OF CARD HOLDER _____ TOTAL € _____