

In Association with:  **ESCT** European Shopping Centre Trust



European Retail Property School

Mövenpick Hotel and Amsterdam School of Real Estate,
Amsterdam, Netherlands

5-10 July 2009



USEFULL INFORMATION PACK

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European Retail Property School

Mövenpick Hotel and Amsterdam School of Real Estate,
Amsterdam, Netherlands
5 July - 10 July 2009

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 43 total classes (9 in level I and 8 in level II), 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.

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

ICSC is the global trade and professional association of the shopping centre industry. We are a not-for-profit organisation with over 60,000 members in more than 80 countries worldwide.

Our members include:

- Owners/Developers
- Investors
- Architects
- Other real estate professionals
- Retailers
- Retail consultants
- Shopping centre managers

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

Benefits of membership include:

- Unrivalled networking with your peers at our events, via our website and our annual directory
- Exceptional information and market intelligence through one to one contacts, newsletters and publications
- Top opportunities to access projects and professionals nationally and globally
- Independent early alerts to legislative change in Brussels
- Opportunities to gain professional recognition through certification and award programmes

For more information about ICSC and membership please contact Magda Navas on +44 (20) 7976 3102, email mnavas@icsc.org or visit www.icsc.org

The Amsterdam School of Real Estate (ASRE) is a joint initiative of the real estate industry organisations, national government and the University of Amsterdam. The core objective is to gather, bring together centrally and make available national and international knowledge in the field of real estate to young professionals. The school is a 5 minute walk from the Mövenpick Hotel and ICSC will hold two courses at the brand new auditoriums of the ASRE. Delegates are welcome to browse through the ASRE library during the school.

■ PROGRAMME DATES AND LOCATIONS

Sunday, 5 July – Friday, 10 July 2009

Mövenpick Hotel Amsterdam City Centre and Amsterdam School of Real Estate

■ 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.

Leasing Level I

Fundamentals in leasing strategies to help you become more effective in merchandising your shopping centre. Identify tenants, structure deals, analyse lease language and netter understand the retailer's business model.



■ SCHEDULE OF EVENTS

Registration will be held at

Mövenpick Hotel City Centre, Piet Heinkade,
11NL, 1019BR Amsterdam, Netherlands

Registration Hours

Sunday, 5 July 2009 **17.00 - 19.00**
Monday, 6 July 2009 **7.30 - 8.00**

Welcome Reception

ICSC will host a Welcome Reception on Sunday,
5 July 2009, in the Atrium Foyer,
Mövenpick Hotel City Centre **17.00 - 19.00**

Free CSM/CMD Test Review

Monday, 6 July 2009

■ REGISTRATION FEES

	Discounted Member Fee	Non Member Fee
Advanced registration fee (before 5 June 2009)	ICSC Member €1,750 + €332.50 VAT* = €2,082.50	Non Member €2,180 + €414.20 VAT* = €2,594.20
Standard registration fee (after 5 June 2009)	ICSC Member €2,180 + €414.20 VAT* = €2,594.20	Non Member €2,820 + €535.80 VAT* = €3,355.80

Group discounts 10% discount for three or more delegates if registered and paid for at the same time.

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.

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 **5 June 2009**. All cancellations must be received by ICSC in writing.

Registration Fee includes:

- Welcome Reception on Sunday **17.00-19.00**
- One CSM/CMD Examination for students who completed Level I and Level II
- Networking coffee breaks
- Lunch with fellow students and faculty, Monday to Thursday
- Social evening and dinner
- Masterclass 2009
- An easy-to-use handbook with course outlines and many examples to help you reinforce concepts taught in the course. 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.
- *ICSC's Shopping Center Management or Shopping Center Marketing* for Level II students.

Class Hours

Monday-Friday classes start at 8.30 finishing at 17.00, expect for Wednesday which finishes with the Masterclass at 18.30, and Friday which finishes at 12.00. There will be a 15 minute refreshment break at 10.30 and at 15.30, lunch is from 12.00-13.30.

Masterclass 2009

Wednesday, 9 July 2009 **17.15 - 18.30**
with Guillaume Poitral

Dinner

On Tuesday, 7 July 2009, ICSC will host a dinner. All attendees and faculty members are invited.



■ EUROPEAN MANAGEMENT I INSTITUTE COURSE SCHEDULE*

	6 JULY Monday	7 JULY Tuesday	8 JULY Wednesday	9 JULY Thursday	10 JULY Friday
8.00 – 8.30	<i>Welcome Address and Introductions</i>				
8.30 – 10.30	An Overview of Shopping Centre Management in Europe NILS CHRISTIAN HAKERT	Planning, Design, and Construction BRIAN JENKINS, scsm	The Lease Language and its Application CLAUDIO COCUZZA	Operations and Managing Common Area Maintenance (CAM) Service Charges GLEN FULTON	Principles of Leasing and Temporary Tenants JULIA LANGKRAEHR
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 NILS CHRISTIAN HAKERT	Planning, Design, and Construction BRIAN JENKINS, scsm	The Lease Language and its Application CLAUDIO COCUZZA	Operations and Managing Common Area Maintenance (CAM) Service Charges NILS CHRISTIAN HAKERT	Principles of Leasing and Temporary Tenants JULIA LANGKRAEHR
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Integrating Research and Marketing In The Business Plan ZITA MATIAS	Accounting, Budgets and Lease Administration GLEN FULTON	Retailing Principles and Tenant Retention LORNE BRAITHWAITE GARY BROWN, scls	Insurance and Risk Management ROLF EBERLI	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	Integrating Research and Marketing In The Business Plan ZITA MATIAS	Accounting, Budgets and Lease Administration GLEN FULTON	Retailing Principles and Tenant Retention LORNE BRAITHWAITE GARY BROWN, scls	Insurance and Risk Management ROLF EBERLI	
17.15 – 18.30		Reception and dinner at 19:00	Master Class with GUILLAUME POITRINAL		

*Class order is subject to change.

■ EUROPEAN MARKETING I INSTITUTE COURSE SCHEDULE*

	6 JULY Monday	7 JULY Tuesday	8 JULY Wednesday	9 JULY Thursday	10 JULY Friday
8.00 – 8.30	<i>Welcome Address and Introductions</i>				
8.30 – 10.30	An Overview of Shopping Centre Marketing in Europe MALGORZATA SZYCHULDA	Principles of Market Research YVONNE COURT	Public Relations, Community Relations and Sales Promotion PAUL GRAY	Retailing Concepts and Visual Merchandising JULIA LANGKRAEHR	Marketing's Contribution to Increasing Centre Performance TONY LONGSTAFF
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 MALGORZATA SZYCHULDA	Principles of Market Research YVONNE COURT	Public Relations, Community Relations and Sales Administration PAUL GRAY	Retailing Concepts and Visual Merchandising JULIA LANGKRAEHR	Marketing's Contribution to Increasing Centre Performance TONY LONGSTAFF
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 ALAN THORNTON	Development of an Effective Advertising Campaign ZITA MATIAS	Retailing Principles & Tenant Retention LORNE BRAITHWAITE GARY BROWN, scls	Targeted Marketing SUSAN CRESWELL	
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 ALAN THORNTON	Development of an Effective Advertising Campaign ZITA MATIAS	Retailing Principles & Tenant Retention LORNE BRAITHWAITE GARY BROWN, scls	Targeted Marketing SUSAN CRESWELL	
17.15 – 18.30		Dinner and reception at 19:00	Master Class with GUILLAUME POITRINAL		

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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 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.

■ 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*

	6 JULY Monday	7 JULY Tuesday	8 JULY Wednesday	9 JULY Thursday	10 JULY Friday
8.00 – 8.30	<i>Welcome Address and Introductions</i>				
8.30 – 10.30	Creating Value Through An Effective Business and Operational Plan BERND HUBER	Shopping Centre Finance GARY BROWN, scls LORNE BRAITHWAITE	The Team Approach to Asset Management HANS KRIG	Managing Mixed Use and Urban Centres: A Case Study TONY LONGSTAFF	Advanced Market Research JONATHAN DeMELLO
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 BERND HUBER	Shopping Centre Finance GARY BROWN, scls LORNE BRAITHWAITE	The Team Approach to Asset Management HANS KRIG	Managing Mixed Use and Urban Centres: A Case Study TONY LONGSTAFF	Advanced Market Research JONATHAN DeMELLO
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Leasing and Development Strategies BRIAN JENKINS , scsm	Law As It Applies To Shopping Centre Management CLAUDIO COCUZZA	Security and Crisis Management GLEN FULTON	Managing Mixed Use and Urban Centres: A Case Study TONY LONGSTAFF	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	Leasing and Development Strategies BRIAN JENKINS , scsm	Law As It Applies To Shopping Centre Management CLAUDIO COCUZZA	Security and Crisis Management GLEN FULTON	Managing Mixed Use and Urban Centres: A Case Study TONY LONGSTAFF	
17.15 – 18.30		Dinner and reception at 19:00	Master Class with GUILLAUME POITRINAL		

*Class order is subject to change.

■ EUROPEAN MARKETING II INSTITUTE COURSE SCHEDULE*

	6 JULY Monday	7 JULY Tuesday	8 JULY Wednesday	9 JULY Thursday	10 JULY Friday
8.00 – 8.30	<i>Welcome Address and Introductions</i>				
8.30 – 10.30	Strategic Marketing to Enhance Centre Productivity FILIPA ERNANDES	Creating A Tenant Mix and a Leasing Plan GERARD TAIEB	The Team Approach to Asset Management HANS KRIG	Marketing Urban and Mixed-Use Centres TONY LONGSTAFF	Advanced Market Research JONATHAN DEMELLO
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	Strategic Marketing to Enhance Centre Productivity FILIPA ERNANDES	Creating A Tenant Mix and a Leasing Plan GERARD TAIEB	The Team Approach to Asset Management HANS KRIG	Marketing Urban and Mixed-Use Centres TONY LONGSTAFF	Advanced Market Research JONATHAN DEMELLO
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Advanced Public Relations Strategies and Crisis Management TIAGO VIDAL	Commercialisation and Alternative Revenue BYRON LEWIS	Integrated Marketing Strategies JASPER KLAPWIJK	Marketing Urban and Mixed-Use Centres TONY LONGSTAFF	
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 Public Relations Strategies and Crisis Management TIAGO VIDAL	Creating a Tenant Mix and a Leasing Plan BYRON LEWIS	Integrated Marketing Strategies JASPER KLAPWIJK	Marketing Urban and Mixed-Use Centres TONY LONGSTAFF	
17.15 – 18.30		Dinner and reception at 19:00	Master Class with GUILLAUME POITRINAL		

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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.

LEASING 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.

SECURITY AND CRISIS MANAGEMENT—NEW!

All new for Management Level II, the first comprehensive course combining security operations with crisis management tactics. Learn how to hire the "right" security officer and learn the training techniques necessary to make that officer a proactive member of your management team. Security "mechanics"—lighting, electronic devices, patrolling, and customer service—are discussed in depth. Development of a major incident management plan and how it applies to all manner of crisis events such as flood, earthquake, fire, criminal activity, protests, strikes, etc make up a significant part of this course. See how teamwork between the shopping centre management team, local officials and corporate support staff work together to ensure the integrity of the property when disaster strikes and how positive public perception is preserved through even the most trying of circumstances.

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 URBAN AND MIXED-USE 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.

CREATING A TENANT MIX AND A LEASING 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.

SPONSORSHIP AND ALTERNATIVE REVENUE

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 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.

■ EUROPEAN LEASING I INSTITUTE COURSE SCHEDULE*

	6 JULY Monday	7 JULY Tuesday	8 JULY Wednesday	9 JULY Thursday	10 JULY Friday
8.00 – 8.30	<i>Welcome Address and Introductions</i>				
8.30 – 10.30	An Overview of Shopping Centre Leasing in Europe BYRAN DUNCAN	Research and Selection of Tenants AVI ALKAS, sscsm, scls	The Lease Language and its Application CLAUDIO COCUZZA	Making the Deal: Salesmanship and Structuring Special Deals WOLF JOCHEN SCHULTE-HILLEN	Principles of Leasing and Temporary Tenants JULIA LANGKRAEHR
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 Leasing in Europe BYRAN DUNCAN	Research and Selection of Tenants AVI ALKAS, sscsm, scls	The Lease Language and its Application CLAUDIO COCUZZA	Making the Deal: Salesmanship and Structuring Special Deals WOLF JOCHEN SCHULTE-HILLEN	Principles of Leasing and Temporary Tenants JULIA LANGKRAEHR
12.00 – 13.30	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	PROGRAMME CONCLUDES
13.30 – 15.30	Basics of Leasing BRYAN DUNCAN	Lease Administration AVI ALKAS, sscsm, scls	Retailing Principles and Tenant Retention LORNE BRAITHWAITE GARY, scls	Tenant Coordination MARTIN GREENHALF	
15.30 – 15.45	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>	
15.45 – 17.00	Basics of Leasing BRYAN DUNCAN	Lease Administration AVI ALKAS, sscsm, scls	Retailing Principles and Tenant Retention LORNE BRAITHWAITE GARY BROWN, scls	Tenant Coordination MARTIN GREENHALF	
17.15 – 18.30		Reception and dinner at 19:00	Master Class with GUILLAUME POITRINAL		

*Class order is subject to change.

■ GLOBAL PRACTICES EXAMINATIONS

The Certified Development, Design and Construction Professional (CDP), Certified Leasing Specialist (CLS), Certified Shopping Centre Manager (CSM) and Certified Marketing Director (CMD) Global Practices Examinations represent four of the most prestigious designations in the retail real estate industry. By passing these exams and becoming a CDP, CLS, CSM and/or CMD certified professional, you show the world that you are experienced, knowledgeable and resourceful.

Where and How the Exams Can be Taken

ICSC now offers the CDP, CLS, CSM and CMD Global Practices Examinations at computer test centres around the world. Computer-based testing provides candidates with benefits like flexible schedules, convenient test locations and immediate confidential score reports.

For a list of test locations around the world, please refer to the application handbooks or visit www.prometric.com/icsc to see a regularly updated list.

Costs

CSM* and CMD* Global Practices Examinations:

\$695 (US) for ICSC members
\$1,390.00 (US) for non-members

CLS* and CDP Examinations:

\$495 (US) for ICSC members,
\$990 (US) for non-members

* No charge for ICSC International members who have completed a Level I and a Level II programme within the School for Professional Development. Applies to one CSM Global, CMD Global or CLS examination opportunity only. (Proof of programme participation must be provided with application). If you have completed the ICSC eDistance Learning Programme in Management, you are eligible to take the CSM exam only for free if you meet all other eligibility requirements.

Contact Details

Questions may be directed to Ruth Patterson at rpatterson@icsc.org or +1 646 728 3484. Or visit the Certification Programmes page of the ICSC website: www.icsc.org/srch/education

Examinations Schedule

June 20-27, 2009

Registration deadline: May 26, 2009

October 17-24, 2009

Registration deadline: September 11, 2009

Location: Prometric Testing Centers worldwide

Suggested Reading for the Examinations

Supplement your learning with ICSC's collection of publications – the most effective training tools in the shopping centre industry. Suggested reading material includes the following:

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

CSM/CMD Global Practices

Test review: Monday 6 July 2009, Mövenpick Hotel City Centre

You will benefit from:

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