

ICSC/MECSC Global John T. Riordan School for Professional Development

A 5 Day Intensive Program for Shopping Centre Professionals



LEVEL I & LEVEL II

June 7 – 11, 2009

Kempinski Hotel Mall of the Emirates
Dubai, UAE

Jointly organised by



International Council
of Shopping Centers



MIDDLE EAST COUNCIL
OF SHOPPING CENTRES

ABOUT THE PROGRAM

The ICSC/MECSC Schools for Professional Development (Levels 1 & 2) are 5-day programs leading to an ICSC Management and Marketing Institute Certificate.

The programs cover a comprehensive, concentrated, rigorous course taught by prominent shopping centre industry experts from the USA, Europe and the Middle East who serve as faculty. It is designed to ensure that participants will learn how to develop, lease, market and operate a shopping centre successfully.

The program, scheduled over five days, provides powerful tools and what is learned in the classroom can be applied immediately when participants return to their work. To encourage dynamic interaction amongst participants and between the faculty and participants, participants will complete small assignments in small group meetings, review materials, discuss business problems and solutions and exchange ideas.

Disciplines include Management, Marketing and Leasing. Specifically, participants will be taught the fundamentals of operating a shopping centre more effectively as well as learn how the essential components fit, the basic principles of the art and science of merchandising, the economics and the leasing strategies to effectively impact the income and retail productivity of their centre.

The ICSC/MECSC School for Professional Development offer participants the finest learning experience and an unmatched exchange of industry experts and executives from around the region. Register early to secure your place.

The program will be conducted in English.

ABOUT THE ORGANISERS

This program is jointly brought to you by the International Council of Shopping Centers (ICSC) and the Middle East Council of Shopping Centres (MECSC).

The ICSC is a global trade association of the shopping centre industry. Headquartered in New York, its 75,000 members worldwide include shopping centre owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals as well as academics and public officials. The MECSC is the regional affiliate of the ICSC. Headquartered in Dubai it has over 800 active members throughout the Middle East.

The mission of the ICSC and the MECSC in bringing these programs to the region is to advance the development of the shopping centre industry and to establish the individual shopping center as a major institution in the community by offering industry training, educational programs, research and publications, networking and deal making opportunities through conventions and meetings as well as certified accreditation programs to promote the prestige and standing of shopping center professionals.

For further information, please contact the MECSC office on • Tel: +971 4 359 7909 • Fax: +971 4 355 8818
• Email: register@mecsc.org • Website: www.mecsc.org

**2009 ICSC/MECSC Global School
for Professional Development**

LEVEL I - SCHEDULE

	Sunday	Monday	Tuesday	Wednesday	Thursday
8.00 - 8.30	Registration Morning Coffee	Morning Coffee	Morning Coffee	Morning Coffee	Morning Coffee
8.30 - 10.30	Shopping Centres: A Worldwide Overview	Basics of Leasing and The Lease Language	Operations: Maintenance, Security & Risk Management	Accounting Budgets & Lease Administration	Center Merchandising & Tenant Mix
10.30 - 10.45	Break	Break	Break	Break	Break
10.45 - 12.00	Shopping Centres: A Worldwide Overview	Basics of Leasing and The Lease Language	Operations: Maintenance, Security & Risk Management	Accounting Budgets & Lease Administration	Center Merchandising & Tenant Mix
12.00 - 1.30	Lunch	Lunch	Lunch	Lunch	Lunch
1.30 - 3.30	Market Research	Marketing Plan	Consumer Marketing: Advertising, Sales Promotions, Community & Public Relations	Retailing Basics & Principles	Shopping Center Analysis
3.30 - 3.45	Break	Break	Break	Break	Break
3.45 - 5.00	Market Research	Marketing Plan	Consumer Marketing: Advertising, Sales Promotions, Community & Public Relations	Retailing Basics & Principles	Program Concludes
		Delegates Dinner			

**2009 ICSC/MECSC Global School
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LEVEL II - SCHEDULE

	Sunday	Monday	Tuesday	Wednesday	Thursday
8.00 - 8.30	Registration Morning Coffee	Morning Coffee	Morning Coffee	Morning Coffee	Morning Coffee
8.30 - 10.30	Using Marketing and Research in the Leasing Process	The Business Plan: Creating Maximum Value	Design: The Center & Retailer	Sponsorship and Alternative Revenue	The Team Approach to Asset Management
10.30 - 10.45	Break	Break	Break	Break	Break
10.45 - 12.00	Using Marketing and Research in the Leasing Process	The Business Plan: Creating Maximum Value	Design: The Center & Retailer	Sponsorship and Alternative Revenue	The Team Approach to Asset Management
12.00 - 1.30	Lunch	Lunch	Lunch	Lunch	Lunch
1.30 - 3.30	Advanced Marketing & Other Strategic Planning for Optimum Productivity	Redevelopment & Refurbishment Priorities & Techniques	Advanced Leasing Strategies	Shopping Center Finance	Redevelopment Analysis
3.30 - 3.45	Break	Break	Break	Break	Break
3.45 - 5.00	Advanced Marketing & Other Strategic Planning for Optimum Productivity	Redevelopment & Refurbishment Priorities & Techniques	Advanced Leasing Strategies	Shopping Center Finance	Program Concludes
		Delegates Dinner			

NOTE: PROGRAM AND SPEAKERS ARE SUBJECT TO CHANGE WITHOUT PRIOR NOTICE.

LEVEL I

Who Should Attend

This program is designed for individuals with less than three years of industry experience.

- Shopping centre managers, assistant managers and operations managers with three or less years of industry experience.
- Individuals whose responsibilities are primarily in community centres or regional malls and who want to learn about other types of shopping centres.
- Leasing & Marketing directors considering expanding their responsibilities.
- Development officers, human resources directors, asset managers, investors, accountants and others in related disciplines, who are seeking general basic knowledge of shopping centre management.
- Every shopping centre professional who needs practical techniques for developing strategies that work.
- Retail real estate brokers and tenant representatives.
- Asset managers or chief financial officers, who are seeking practical techniques for developing strategies that not only enhance income but also have long-term benefits.

How You Will Benefit

- Gain a solid foundation to assist you in your day-to-day responsibilities.
- Achieve confidence in your ability to increase your centre's productivity.
- Build relationships within your peer group of management, marketing and leasing professionals.
- Discover ways to apply your own management techniques, knowledge and other related skills to the disciplines of leasing, marketing and managing shopping centres.
- Network with the shopping centre industry's leading professionals and share their knowledge and experience.



LEVEL I - Curriculum

Shopping Centres: A Worldwide Overview	An introduction to the history of shopping centres, types of centres around the world and the role and responsibilities of shopping centre managers, marketing directors and leasing specialists in increasing property value. Students will learn what today's shopping centre management must know to succeed in today's fast changing, competitive environment.
Retailing Basics & Principles	Understanding the retailing business is a critical element to succeeding in the shopping centre business. Here is where you'll learn how retailing works right down to the formulas that determine how much a product can sell for and how many times that item has to sell or "turnover" in order for the store to pay its obligations to the landlord and still make a profit. Communication strategies between landlord and retailer are also discussed in full.
Basics of Leasing and the Lease Language	A review of the leasing process and the shopping centre lease, explaining both the language and the importance of the various provisions in this complex contract that dictates the relationships among property owners and retail tenants. Specific subjects include lease terms, minimum rent and percentage rent, performance requirements, construction allowances, key money, common area maintenance (CAM) /service charges, and what is typically required in lease negotiations.
Market Research	The role and techniques of marketing research are analyzed including best methods of obtaining primary and secondary research, understanding data and applying research in the strategic plan. Topics discussed include centre/competitive data, consumer data, market data, and benchmark tools and their applications.
Operations: Maintenance, Security and Risk Management	Cost control and minimizing risk are keys to increasing net operating income in both growing and mature shopping centre markets. Here's where you'll learn the basics of centre maintenance and what to look for when making crucial decisions on whether to repair or replace. An overview of insurance and risk management issues are also included along with a look at shopping centre security. Ways to develop and manage a security force; public relations tactics; assessing security and preparing a security manual are discussed in this essential course.
Centre Merchandising and Tenant Mix	Before a centre is built and deals signed, there has to be a plan. This course will show you how to formulate a successful tenant mix through setting goals, accumulating research, determining market needs and fully understanding what it means to merchandise a centre. You'll analyse the process from a new centre perspective as well as from a redevelopment view. Terminology; pre-planning techniques, retail classification analysis to determine needs; reasons to re-merchandise as well as future directions and trends for retailing and shopping centres will be discussed.
Accounting Budgets & Lease Administration	Learn the fundamental components of accounting and lease administration in the shopping centre industry with focus on determining minimum base rent and percentage or average rent. Pass-through costs such as common area maintenance, real estate taxes, insurance and utilities are discussed at length. Besides basic budgeting, alternative income sources and billing examples are revealed as well as a section dealing specifically with collections and defaults.
The Marketing Plan	An overview explaining the basic structure and format of the marketing plan as a tool to define and work towards specific goals. A typical five-step marketing plan is reviewed, emphasising marketing's role in maximising centre value. Strategic plans will also be discussed to provide new ideas.
Consumer Marketing: Advertising, Sales Promotion, Community and Public Relations	This course focuses on promotion as the ultimate marketing tool. You'll see how advertising working together with public relations, community relations and sales promotions can and does make a difference in influencing where people shop and what they buy when they get there. This course will also demonstrate the importance of media advertising and how it is purchased as a means to maximize consumer patronage.
Shopping Centre Analysis	A brief classroom discussion will focus on analysis of a major area shopping centre toured by the class. Discussion will include an analysis of the tenant mix, visual merchandising and temporary tenants, including RMU's and kiosks as well as the centre's physical layout and any market issues that may be determined.

LEVEL II

Who Should Attend

This program builds upon the material taught in the first level, geared for individuals with three or more years of industry experience seeking to achieve a higher level of excellence.

- Seasoned shopping centre managers, marketing directors or leasing agents considering the redevelopment or re-merchandising of a centre.
- Corporate and regional management and marketing executives.
- Representatives of advertising agencies, promotion companies, consultants and other purveyors of shopping centre marketing campaigns and services.
- Brokers with three or more years of experience negotiating space as agents in shopping centres for owners or tenants.
- Experienced retailers with substantial responsibility for overseeing the real estate function of the company or active in negotiating leases with landlord representatives.

How You Will Benefit

- Discover strategies that increase productivity and efficiency.
- Acquire skills needed to maximize net operating income and centre value for the owner.
- Develop fresh insights into what the future holds.
- Improve your ability to lead a team toward achieving maximum effectiveness.
- Share your own experience of what works and what doesn't work with other participants.
- Network with the shopping centre industry's leading professionals and share their knowledge and experience.



LEVEL II - Curriculum

Using Marketing & Research in the Leasing Process

No successful leasing plan happens without thorough research before & expert marketing after. This course will show you how it all comes together. You'll see where research, done properly, can determine not only what tenants to consider in a project but if the project even happens at all. Discover how the marketing plan is really the leasing professional's best weapon in making critical decisions that can make or break a centre.

The Business Plan: Creating Maximum Value

You'll better understand the many roles the business plan will play to maximize operational efficiencies, net operating income & enhance long-term center value. The basic components of effective business planning will be discussed including leasing plan, marketing plan, capital plan & budget detail. Operational topics include supervision of contractors & in-house labor assigned to the physical plant (including maintenance & security); fiscal direction & control; other vital operational responsibilities such as specialty retail/permanent space leasing; relations with tenants, owners, lenders & community.

Advanced Leasing Strategies

You will take an in-depth look at the retail environment, which includes a discussion of the importance of leasing to a shopping centres fiscal soundness & a detailed examination of the multiple components of the lease document. This course emphasizes tenant mix & analyses how to devise leasing strategies to select & pursue tenants that maximize the centres total productivity. Specific subjects include negotiation strategies; isolating redevelopment opportunities; & structuring a deal. Above all, you'll discover the dynamics of negotiating a lease that's a winning proposition for both landlord & retailer.

Advanced Marketing & Other Strategic Planning for Optimum Productivity

Learn more about the types of marketing actions that provide the most cost-effective & efficient results affecting financial performance of shopping centres. Discussion is focused on selling the property as a product, implementing the marketing plan, & integrating marketing into the management & leasing disciplines. The course concentrates in-depth on new innovations in marketing, specifically tourist & sponsorship driven initiatives that are driving both customers & producing owner revenue at centres all over the world. You'll also receive tips on assessing marketing success by analysing key components of the operating statement.

Design: The Centre & Retailer

The principal elements of centre & store design are examined, with emphasis on ways to enhance the aesthetic attraction of the shopping environment. Topics include signage, floor plans, lighting, entrances, displays, vacant spaces, temporary tenants, & point of purchase advertising.

Redevelopment & Refurbishment Priorities & Techniques

Will your centre require a complete redevelopment of the property or a refurbishment to brighten the look of your centre and increase traffic to it? These significant aspects of the shopping centre industry are crucial for long-term growth and to recoup the financial investment for the ownership and development team. This class examines trends in redevelopment & refurbishment; what do customers want & need to see in today's modern centres; how to perform a realistic & complete property analysis; what are various design trends & elements you must evaluate in order to prepare the redevelopment plan; what anchors & traffic generators do centres need today to remain competitive; & how to calculate the income potential & the risk/return analysis necessary to justify a redevelopment or a refurbishment.

Sponsorship and Alternative Revenue

Actual case studies highlight this focused course on revenue generation through sponsorship and budget maximization through partnerships. The difference is crucial. You'll discuss the pure form of sponsorship, where money is paid to the property owner in exchange for product exposure. You'll learn the do's and don'ts of proposal preparation and how to properly value your property's worth to a sponsor. You'll see what's working. And you'll see what isn't. Also, learn the delicate balancing act of partnership marketing, where a mutual benefit is derived by both property and third party, without direct financial consideration.

Shopping Finance

Master the concepts of shopping centre value; time value of money; net operating income; capitalization rates; cost of working capital; & internal rate of return & payback of lease deals (particularly those with substantial capital requirements). The emphasis of this course is on return on investments, increasing funds from operations (FFO) & shopping centre valuation. Tools covered include monthly financial statements, proformas, annual budgets & forecasts. A major theme is how time complicates basic assumptions about future conditions & value.

The Team Approach to Asset Management

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

Redevelopment Analysis

You'll have the opportunity to take a real world shopping centre scenario & plan a redevelopment project. You will visit a local property with a worksheet that you will complete onsite to help you analyse re-development opportunities as a learning exercise. This interactive class allows you the creativity to take a property and make it better within the confines of market and budget limitations.

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REGISTRATION FORM

REGISTER TODAY

By Mail: MECSC, PO Box 43972, Dubai, UAE

By Fax: +971 4 355 8818

By Phone: +971 4 359 7909

By Email: register@mecsc.org

Website: www.mecsc.org

Please submit one form for each delegate, even if paying for a group. Photocopied forms may be used for additional delegates. Please complete all sections using BLOCK LETTERS.

Mr./Ms./Mrs. _____

First Name _____

Family Name _____

Job Title _____

Company _____

Address _____

City _____ Post Code _____

Country _____

Phone _____

Fax _____

Email _____

Mobile _____

Website _____

Business Activity _____

MECSC/ICSC Membership No. _____

How did you hear about the event? _____

Cancellation Policy

Cancellation and substitutions must be in writing. A full refund will apply, after deduction of bank charges and US\$ 150 towards administration charges if cancellation is received by May 17, 2009. From May 18 - 30, 2009 cancellations will be subject to a 25% cancellation fee. We regret that for cancellations received after May 31, 2009 no refunds are possible.

Hotel Reservations

Yes, I am interested to book my accommodation.

Please send me further details.

No, I will make my own arrangements.

Visas

Participants requiring visas are advised to apply for visas well in advance. MECSC will not take any responsibility on issuance of visas. Cancellations received due to the participants' inability to get visas will be treated as per standard cancellation policy applicable, without any exemption.

PROGRAM REGISTRATION FEES

The Registration fee includes tuition, all lunches, official delegate's dinner, coffee breaks and an easy-to-use handbook. The fees do not include delegate's hotel accommodation, visa or travel costs.

PLEASE REGISTER ME AS FOLLOWS:

<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2		
		Early Bird (Before May 15)	Regular (After May 15)
Members	<input type="checkbox"/> AED6,055 (US\$ 1,650)	<input type="checkbox"/> AED7,160 (US\$1,950)	
Non Members	<input type="checkbox"/> AED7,890 (US\$ 2,150)	<input type="checkbox"/> AED8,990 (US\$2,450)	

Team Discount

We recognize the value of learning in teams. We offer a discount of AED 367 per delegate off the applicable registration fee when two or more delegates register at the same time from the same organization and from the same billing source.

PLEASE REGISTER ME AS A MEMBER

Annual Membership Fee AED 735 (US\$200)
(ICSC/MECSC)

Please complete the membership form and send along with the registration form for processing your membership request.

TOTAL AED _____

PAYMENT OPTIONS (PLEASE TICK YOUR CHOICE)

Option 1 – Credit Card

Charge my Visa Mastercard Amex

Total AED _____

Name (please print) _____

Card Number _____

Expiry Date _____

Signature _____

Option 2 – Telegraphic Transfer (in UAE Dirhams only)

To: Mashreq Bank, Burjuman Centre
Dubai, United Arab Emirates
Account: Middle East Council of Shopping Centres
Account No: 0690 387 476 SWIFT: BOMLAEAD

IMPORTANT : Please indicate that the telegraphic transfer is for the Dubai SFPD with the applicant's name. A copy of the transfer receipt MUST be attached with the Registration Form for processing. Payment by TT should be made net of all bank charges & commissions.

Option 3 (for Local UAE companies only)

Cheque / Bank Draft in UAE Dirhams made payable to Middle East Council of Shopping Centres.

NOTE: PROGRAM AND SPEAKERS ARE SUBJECT TO CHANGE WITHOUT PRIOR NOTICE

Please complete the membership form and send along with the registration form for processing your membership request.



JOIN MECSC

MEMBERSHIP APPLICATION FORM

Please note the membership is in the Individual's name, not in Company Name. All fields are required except where noted optional (*).

MEMBERSHIP APPLICANT DETAILS

Title: Mr. Ms. Mrs.

First Name: _____ Last Name: _____

Company: _____

Designation: _____

Street Address: _____ PO Box: _____

City: _____ Postal Code: _____ Country: _____

Business Phone (Country Code): _____ (Area Code) _____ Tel. #: _____

Business Fax (Country Code): _____ (Area Code) _____ Fax #: _____

Mobile (Country Code): _____ Mobile #: _____

Email (work): _____ Email (personal): _____

Website: _____ Preferred Language of Communication: English Arabic

How did you hear about us: _____

Photograph* *Please send file to membership@mecsc.org (Format in JPG or GIF, white/light colour background)*

MEMBER PROFILE

- Shopping Centre Mgmt/Developer Professional Services Architecture/Design/Engineering/Construction
 Real Estate/Property Mgmt Furnishing/Equipment /Supplies/Services Maintenance/Security/Facilities Management
 Media/Publications/Publishers Advertising/Marketing/PR Other _____
 Financial Services Consulting/Market Research/Consumer
 Retailer IT/Software Services/Visitor Analysis

MEMBERSHIP TYPE

- MECSC & ICSC Affiliate Membership AED 735 (US\$200)
 MECSC Membership Only AED 367 (US\$100) – Applicable for current ICSC members only

ICSC NO. _____ Expiry Date: _____

Please send us a copy of your valid ICSC ID by fax or email.

PAYMENT METHOD

- Telegraphic Transfer Credit Card Cash Cheque (UAE Companies only)

Bank Transfers: Please mention Member Name and Member ID in your remittance details.

Account Name: Middle East Council of Shopping Centres
 Institution: Mashreq Bank, BurJuman Centre, Bur Dubai, Dubai, UAE
 A/C no.: 0690387476 Swift Code: BOMLAEAD

Kindly add US\$ 50 as bank transfer charges for outside UAE & AED50 within UAE.

For Credit Card Payments:

Card Holders Name: _____

Card Number: _____

Expiry Date: _____

Card Holders Signature: _____

CONFIDENTIALITY CLAUSE

As a member of MECSC you will have access to the information on the MECSC website. The 'Members Only' area on www.mecsc.org contains information from the Middle East Council of Shopping Centres (MECSC) which may be confidential, proprietary, privileged or otherwise protected from disclosure. The information is intended to be used solely by the recipient authorized by MECSC to join into this area. Please be aware that any review, disclosure, copying of this material is prohibited. Signing the form confirms your agreement to this clause. Misuse of this information will entitle MECSC to cancel individual membership and remove access from this area.

I hereby accept the terms and conditions of membership and the confidentiality clause as stated above.

Signature: _____