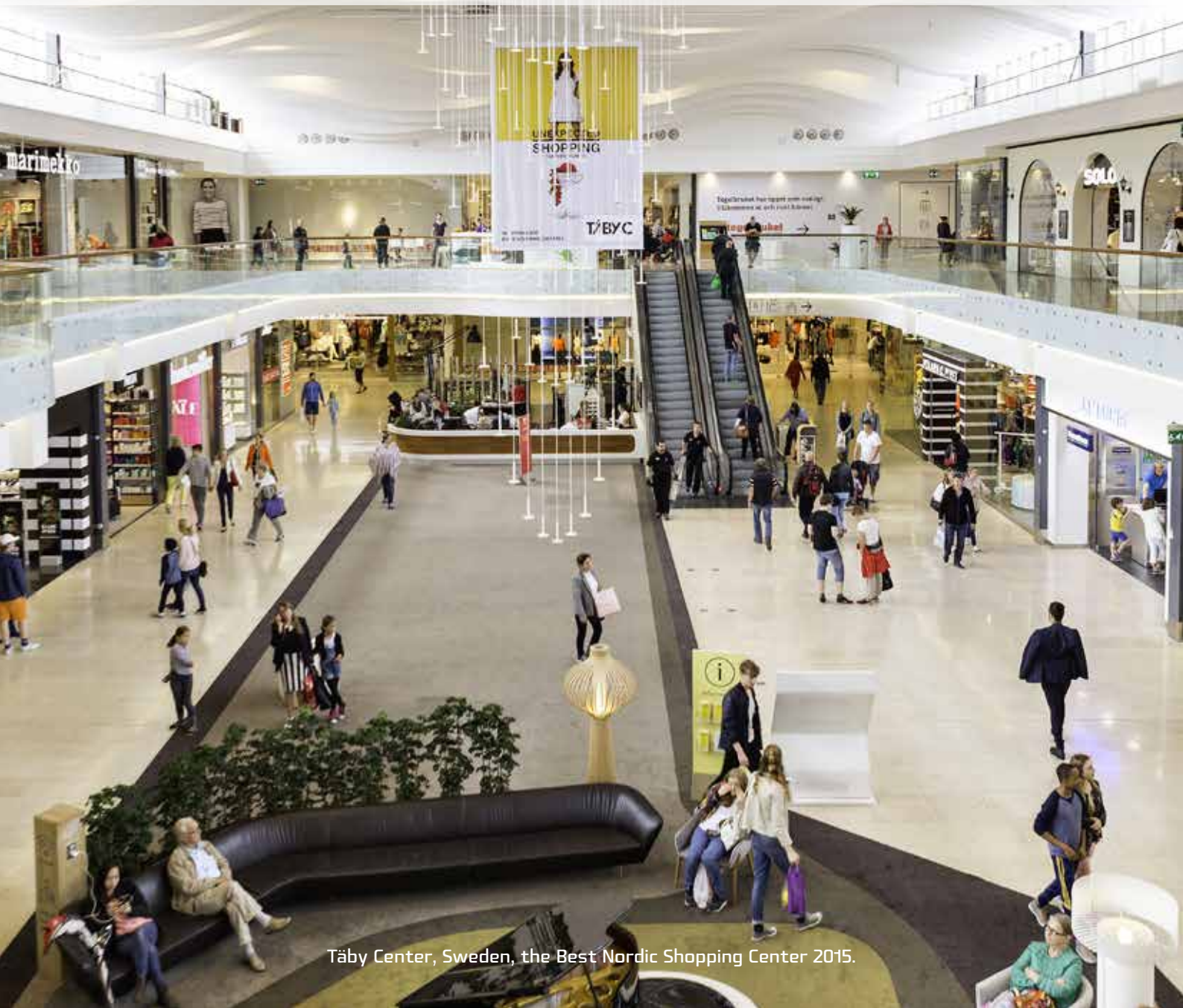


UNIVERSITY EDUCATION IN ADVANCED CENTER MANAGEMENT 2015/2016



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NCSC represents the shopping center industry in the Nordic countries, providing strong international industry ties through the ICSC, the International Council of Shopping Centers. NCSC currently has over 1200 members from primarily Denmark, Finland, Norway and Sweden which constitutes a strong network for moving the industry forward. One of our main tasks is to support and promote a truly professional workforce in the industry. We have done so since 1991 and our lecturers come mainly from the industry it self. With growing internationalization and ever higher demands on the profession we also see it imperative to liaise with the academic world. This new university education is still truly pan-Nordic with strong ties to some of the best universities in the region.



Täby Center, Sweden, the Best Nordic Shopping Center 2015.



Wilner Anderson President NCSC

"We are proud and happy to offer the updated version of our education for shopping center management. You will not only have the possibility to learn from the best in the business, but also get academic recognition from the most professional institutions in our countries. You will meet new colleagues and make new friends. Don't miss the opportunity of new learning both for Yourself and for Your company!"



Aalto University, founded 2010, 20 000 students annually

The public Aalto University is a merger of three historically very strong Finnish universities, Helsinki School of Economics, Helsinki University of Technology and University of Art and Design Helsinki. Aalto University focuses on research on major global issues with a cross-disciplinary approach. The name is a tribute to Alvar Aalto, who himself encompassed many disciplines.



CBS, founded 1917, 18 000 students annually

The public CBS covers many disciplines from economics through management and communication to marketing. An important aspect of the CBS profile is a wide range of part-time programmes and courses targeted at the business sector, ranging from 2-year executive master programmes or 4-year diploma programmes to Summer University and short courses.



KTH Royal Institute of Technology, founded 1827, 16 000 students annually

The public KTH is the largest technical university in Sweden. They handle 33% of the total Swedish capacity of technical research from natural science, all technical fields as well as architecture to industrial economy and urban planning. KTH is also leading part in two out of three European Knowledge & Innovation Communities instituted by EIT (European Institute of Innovation).

SOME WORDS FROM PREVIOUS STUDENTS:



Hilde Frantzen

Senterleder Gunerius, Arkaden og Grønland Basar, Olav Thon gruppen, Norway

”The Advanced Center Management Education through NCSC was an amazing and beneficial experience for me. We engaged and explored disciplines for center management and received useful tools to work with in the future. After the program, I had a much broader understanding of all areas - building new, revitalizing old and building on existing shopping centers, along with everything the efforts entail. There were great networking opportunities with other students and new relationships were created. Being a center manager, one can often be academically isolated, so an extended network of contacts is valuable. The experience was outstanding and I highly recommend the program to others looking to advance in the industry.”



Frederik Ekelund

Regional Center Manager Emporia & Galleria Boulevard, Steen & Ström, Sweden

”The training has given me a great insight in both the academic world and in the shopping center industry- it really gives you a solid ground. However, you must be prepared to invest in time as well as hard work to make it, but then it’s a course that gives you university credits. For me, the great profit has been all the people I have got to know in the shopping center industry. The lectures and many interesting study visits and not at least our group work has been a good reminder of how different we are and explains why there will always be a challenge to create shopping centers that satisfies everyone.”



Elena Stenholm

Commercial Director, Citycon Oy, Finland

“The course in advanced centre management 2013-2014 has been a great experience and asset to me both personally and professionally. The quality of the course has mostly exceeded my expectations and given me new angles and academic perspective to overall SC management and development. The quality of the professional lecturers has been good and inspiring and unique conversations have followed. Also co-operating with colleagues from other Nordic countries and sharing knowledge and experiences with them has been a great pleasure and advantage. I can warmly recommend this course to anyone wishing to deepen their knowledge in SC management.”



Thomas Thomsen

Campaign & Synergy Manager, Steen & Strøm Danmark A/S, Denmark

“The NCSC Education in Advanced Center Management 2013-2014 has developed me in a professional and a personal way. All the different topics covered in the lectures were very inspiring and gave me some useful tools, which I can apply in my job. One of the strengths related to this education was that all the important aspects of managing and developing a shopping center was covered through the many lectures and assignments. Furthermore it’s interesting to hear how they work with shopping centres in the other Nordic countries and what issues they are dealing with and how they approach them. Finally you get to know a lot of nice and skilled people so it’s also a very good opportunity to extend your network within the shopping center industry in the Nordic countries.”



SOME WORDS FROM OUR TEACHERS:



Berndt Lundgren
Assistant Professor at KTH Royal Institute of Technology

"This education is unique. Four universities in different countries that collaborates to raise skills in the retail industry- there is no equivalent anywhere in the world. NCSC has an exciting set of its program and KTH has both the academic and the practical perspectives in our training that gives you reassurance that we are doing everything to make your training will be as good as possible. We are grateful to be involved in this pan-Nordic education."



Mogens Bjerre
Associate Professor at Copenhagen Business School

"When NCSC decided to invite academics into the program, we saw an opportunity to combine the best of two worlds - utilising academic research in shopping center management, thus taking insights and management to the next level. Seeing the shopping center as a service organisation, through the eyes of the customer journey provides participants in the education with an opportunity to assess the brand and customers' reason for visiting."



Gulskogen, Drammen in Norway, the Best Nordic Shopping Center 2014.

Module 1, August 27-28, Stockholm - Introduction



CONTENT:

- » Industry standards around the world. Healthy landlords and tenants
- » Views of the retailer/tenant
- » Present and future threats – multi/omnichannelling
- » Changing consumer behaviour
- » Module introductions from the universities
- » Own assessment of strategic issues relevant for professional development – learning objectives
- » Leadership training/team building
- » Technical visit to relevant centers

Module 2, September 23-25, KTH – Market analyses and Retail Development



CONTENT:

- » The market analysis process for a Shopping Center
- » Productivity analysis and marketability studies
- » Urban growth and market areas
- » Location of retail centers
- » Retail target groups
- » Methods for estimating retail demand
- » Competing supply and property rating
- » Market captures rates, management of leakage to increase market shares
- » Market equilibrium and subject capture
- » Retail in urban development
- » The aspects of urban developments
- » Technical visit to relevant centers

Module 3, October 26-28, Aalto University, Helsinki – Center management



CONTENT:

- » The evolution of Shopping Centers
- » Strategic management of a Shopping Center
- » Innovation management in Shopping Centers
- » The management of the retail mix
- » Facilities management
- » Security management
- » Laws and jurisdictions, rental agreements
- » Summary of visits, key learnings
- » Technical visit to relevant centers



Module 4, January 27-29 2016, Oslo – Asset Management

CONTENT:

- » Value-add management, the power of the stakeholders
- » What does an Asset Manager do?
- » Business planning, process practise, strategic renewal/repositioning
- » Evaluating Shopping Center performance
- » Linking customers' life time value to asset management. New technology
- » Market structure, size, growth and major investors
- » Pricing & performance; yields, incomes, rental growth & capital values
- » Active asset management
- » Portfolio Strategy – Investor strategy
- » Transactions, due diligence, evaluation
- » Leasing, voids and strategies. Implications on the real estate value
- » Technical visits to relevant center

Module 5, March 21-23 2016, CBS, Copenhagen – Marketing & Branding



CONTENT:

- » Strategic marketing challenges for the Shopping Center
- » Brand Perspectives
- » Brand Touch-point Wheel
- » Branding a location/destination
- » Service profit chain/ownership quotient
- » The use of social media & digital marketing
- » Omni channel marketing
- » Technical visit to relevant centers

Module 6, May 16 2016, NCSC Stockholm Examination and Diploma dinner



Examination

NCSC Education in Advanced Center Management will give up to 20 academic credits or a diploma. An individual home assignment will be written and handed in after each module to respectively school. Each module will give 6 academic credits, or diploma, after approved examination.

*Module one is held at a conference hotel near Arlanda. The rest at the different universitites.
Costs for room and board are additional.*

Price NCSC members SEK 74 000
Non members SEK 94 000

Deadline May 30, 2015

To register please go to www.ncscnordic.org

NORDIC PLATINUM PARTNER



NORDIC GOLD PARTNER



IKEA Centres

NORDIC SILVER PARTNER



NORDIC PARTNERS

HAYS Recruiting experts
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mynewsdeskTM



Nordic Council of Shopping Centers can be found at www.ncschorndic.org
or phone +46 8 611 1142, email info@ncsc.se

