



**VENUE
MANAGEMENT
SCHOOL**



**AUSTRALIAN
EVENT AWARDS
FINALIST 2017**

**BEST EDUCATION OR
TRAINING PROGRAM**

**VMA Venue Management School
Designed by Today's Leaders for Tomorrow's Leaders
10-14 November, 2019
Salt Resort, Kingscliff, NSW**

Imagine having the very best in the venue industry handpicked to come and teach you everything they know for one week or casually sitting down to breakfast with the CEO of a major venue chatting through your questions and challenges. This and many other networking opportunities exist throughout your week at VMS. The VMA has provided these opportunities for almost 900 up-and-coming venue professionals for 25 years. Attending the Venue Management School is not just a week of learning, it's a chance to join a community of passionate, ambitious people who are leading the way.

The world-renowned VMS combines the ultimate venue industry networking experience with a two-year program featuring workshops, discussions and presentations to explore 35 topics essential to the venue industry. Executive-level venue managers with years of experience and endless industry connections teach each course with ready-to-implement strategies for venues of all sizes and sectors! VMS is ideal for middle to senior managers looking to upgrade their skills and knowledge to industry best practice, develop a strong peer network and learn from recognized leaders in the venue industry.

Pricing (Inclusive of GST)	Member	Non-Member
VMS Year 1 Only	\$ 4,300	\$ 4,600
VMS Year 1 + Diploma	\$ 4,850	\$ 5,150
VMS Year 2 Only	\$ 4,300	\$ 4,600
VMS Year 2 + Diploma	\$ 4,850	\$ 5,150

THE PROGRAM FEE COVERS:

- Five nights' accommodation at Salt Resort, Kingscliff with each student assigned single accommodation (Check in Sunday, 10 November after 2:00pm and check out Friday, 15 November before 11:00am)
- Scheduled transfers to and from Brisbane or Gold Coast airports
- All meals included during Venue Management School week – five dinners (including Welcome and Graduation Dinner), five breakfasts, four morning teas, four lunches, two afternoon teas
- All sessions
- Course notes made available to all students via our online learning platform

KEY HIGHLIGHTS

- Courses covered provide students with a comprehensive knowledge of the industry allowing them to understand problems and solutions across departments and projects
- Join our growing alumni from across Asia-Pacific region representing all sectors of the venue industry – stadia, arenas, MICE, performing arts, racetracks and showgrounds
- Instructors guide students through case studies, industry best-practice studies, individual exercises, classroom discussion, and small group discussions
- Executive-level international and Australian instructors from industry-leading organisations including the CEO of the NRL, COO of Melbourne and Olympic Parks Trust among others

“The content is very easy to translate and immediately you think there are things you can take back to your venue. I can take to my CEO about that, I can implement that in my work – that’s really cool.”

- Freya Alexander, Isaac Theatre Royal

DIPLOMA & DEGREE PATHWAYS

Students who participate in the Venue Management School have the opportunity to gain the 10569NAT Diploma of Venue Management.*

Students have the opportunity to choose between two packages:

- **PACKAGE 1:** Attendance at VMS only - on completion of VMS Year 1 and 2 students will receive an industry-recognised Graduation Certificate
- **PACKAGE 2:** Attendance at VMS, Graduation Certificate (industry recognised) on the successful completion of each year, plus enrolment in the nationally accredited 1056NAT Diploma of Venue Management

The VMA also has a formal partnership with Griffith University which allows VMA members to receive credits towards a degree program. Students who complete the diploma have the opportunity to receive credit towards two degrees:

1. Bachelor of Business, majoring in Event Management (Nathan Campus, Gold Coast Campus)
2. Bachelor of International Tourism and Hotel Management (Nathan Campus, Gold Coast Campus)

VMA 10569NAT Diploma of Venue Management Graduates will be awarded 80 points of credit, which is equivalent to one year of the above-listed degrees.

*This qualification (accredited course) is offered in partnership with Amina Academy Pty Ltd, a registered training organization (provider number 31532).

WHO IS RIGHT FOR THE PROGRAM?

For the past 25 years, venues have been sending their up-and-coming leaders to learn about the many operational aspects of the vibrant and exciting venue management industry. The VMA Venue Management School is designed for venue professionals who aim to expand their operational and management techniques and has been a turning point in the careers of nearly 900 industry professionals.

An academic environment created by the industry for the industry, the aims of VMS are to:

1. Advance student knowledge in the profession of venue management
2. Provide students with an intense learning environment
3. Provide students with a network of contacts in Australia, New Zealand and Southeast Asia
4. Introduce students to experienced venue management practitioners who act as peer group lecturers
5. Contribute to the development of professionalism within the Australasian venue management industry
6. Be recognised as an appropriate school of learning by the education industry

Students can expect a diverse group of peers with whom they'll share personal reflections on venue management, exchange ideas, and extend their personal and professional network. Instructors guide students through case studies, individual exercises, classroom discussions, and small group discussions designed to help to develop their venue management skills. Exercises that promote individual reflection and peer exchange give students an opportunity to evolve their approach to venue management in a supportive environment.

SESSIONS: YEAR 1

BACK OF HOUSE OPERATIONS

Out of sight and one of the departments that works the longest hours, BOH operations present many challenges to the modern venue manager. A well run BOH substantially contributes to customer/client satisfaction and ultimately a positive financial result and repeat business. It is essential all venue managers have a working knowledge of this vital area and are cognisant of the risks and the opportunities that exist from the loading dock to the public areas.

BOOKING AND SCHEDULING

Booking and scheduling is a critical aspect of venue management. Achieving the right mix of events can significantly increase venue profitability. This session ensures students are aware of the many variables which have a bearing on event mix in different venue types and the role the booking scheduler plays in attempting to secure the ideal range of events. It covers terminology in this area and current examples to maximise yield.

BUILDING EXCEPTIONAL TEAMS

The purpose of this session is to gain a greater understanding of the key elements of the characteristics of a fully functioning team and how to go about building one. An enhanced understanding of these elements enables students to create a significant impact within team environments.

BUSINESS COMMUNICATIONS

Managers at all levels in the organisational hierarchy are responsible for researching and evaluating data and providing well written, objective reports so operational and strategic decisions can be made. This session takes students through a common approach that enables them to prepare and present a report in a well-structured, concise writing style so the conclusions or recommendations are clearly understood.

CATERING

Catering in the venue industry is a fundamental for both customer experience and a significant income stream for the venue. This session is fully interactive relying on student experiences to demonstrate the application of catering principles and demonstrate current catering practices in student venues.

COMMERCIAL PARTNERSHIPS

The purpose of this session is to gain a greater understanding of the sales process in relation to planning for and securing sponsorship. Understanding the key objectives of sponsors, the benefits provided in return, as well as clear steps to follow when securing sponsorship allows participants to approach the procurement process in a strategic way.

CONTRACT LAW

All venue managers are involved in preparing, negotiating and managing contracts and contract disputes with a broad range of third parties, including hirers, promoters, service providers, contractors, sponsors, ticketing companies, etc. Most venue managers have little or no formal training in the legal concepts underpinning contracts and often adopt a “bush lawyer” approach to contracts. Moreover, it is unrealistic to expect managers to constantly refer all contract issues to internal or external lawyers and it is a necessary part of their skillset to manage contracts to some degree. This session is designed to arm venue managers with the skills to understand basic contractual principles and manage contracts with some degree of confidence.

CUSTOMER RELATIONS

Customer relations is a broad term used to describe customer service and the general interactions between an organisation and the people or businesses it deals with as part of day to day operations. Venues have many customers with varying needs and expectations. The range of customers and how we interact with them has a significant impact on the success of our venues. In this session, students workshop the needs and expectations of their customers, identify customer pain points within their venue and identify specific strategies for reducing or eliminating pain points as well as identifying some simple customer relations strategies relevant to their organization.

DEVELOPING HUMAN RESOURCES

This session takes theoretical human resources models and applies them to the students' 'real' experiences. Topics workshopped include culture, values and commitments, recruitment and selection, training, development and performance management, industrial relations, managing generations X & Y and work/life balance.

FINANCIAL MANAGEMENT

Venue managers require a sound knowledge and understanding of financial management as it is fundamental to running a successful business. It is the process by which the financial performance is controlled and guided. This session examines the issues of financial management and its importance to the venue management industry.

MARKETING

This session provides students with insights on how marketing applies to the day-to-day operations of a venue. With the marketing planning process used as a framework, the session touches on how marketing permeates all aspects of a business. It provides insights into building and maintaining a consistent brand and it covers some of the latest marketing techniques and channels to engage customers.

PROJECT MANAGEMENT & TENDERING

Project management and tendering are both integral and substantial components of the venue and event management industries. This session is designed to give participants a broad overview of the critical components of project management and tendering. Although the overview of these areas is by no means meant to be all inclusive, it gives a guide for future project management efforts.

PUBLIC SAFETY & MANAGING CROWDS

It is the responsibility of every venue manager to provide a safe and secure environment for patrons, performers, staff and contractors. The aim of this session is to introduce appropriate measures of safety and security deemed essential to the event and venue environment.

RETAILING & MERCHANDISING

Whilst it is easy to become pre-occupied with the primary task at hand in the sales and marketing events at venues, it is vital all opportunities are taken advantage of to maximise the bottom line financial result of the organisation. For many venues, a primary area of income is derived from purchases made by patrons whilst attending events and in some cases beforehand. As well as the obvious income to be derived from food and beverages, the sale (and hire) of 'merchandise' can make a strong contribution to annual results. The aim of this session is for students to analyse the various aspects of successfully engaging in the sale or hire of merchandise products.

RISK MANAGEMENT

Risk management is good management. There are risks in every job in every business and every venue. They can be risks to the health, safety and security of staff and public, or threats to achieving business objectives. They can be business continuity related or event risk related. This session looks at some of the basic concepts of risk management as outlined under the Australian Standard AS/NZS ISO31000:2009 Risk Management Principles and Guidelines.

STRATEGIC BUSINESS PLANNING

The key to conducting good and sound business comes from the foundation stone manufactured via the business planning process, a process whereby the unified resources of an organisation (both internal and external) are mustered together to format a roadmap by which the organisation can track down and monitor their progress together along the way. Throughout this session, students discuss the numerous elements that underpin the strategy for good business planning and gain insight on how these elements play a part in their everyday lives.

TECHNOLOGY

Technology is the backbone of any modern venue and reliable and well-structured information is the lifeblood of a successful venue manager. Modern managers are expected to have sound systems knowledge, develop Information Strategies (IT) appropriate to their organisation and lead teams in the specification, selection and implementation of new information systems and technology. Using a case study, this session will take students through the steps of determining an IT strategy and the approach to specifying, selecting and developing an implementation plan for a new information system.

TICKETING

The box office and ticketing operation of a venue is not only a major source of revenue but is also subject to legislation and codes of conduct, therefore, it is imperative it is managed in a professional manner. The aim of this session is to introduce the functions related to ticketing events at venues and the relevance of the ticketing function across all aspects of the organization including operations, sales and marketing, finance, information systems and customer service.

SESSIONS: YEAR 2

ASSET MANAGEMENT

Excellence in management of public venue assets is more important than ever in difficult economic times and in an increasingly competitive environment. This session provides an understanding of how competent asset management fits with a venue business plan and assists the venue manager in understanding obligations to landlords, government bodies and other stakeholders.

BUSINESS DEVELOPMENT

The purpose of this session is to provide a broad overview of the importance and key elements of event procurement and business development. Events are the lifeblood of the venue management industry and the course examines ways in which venue operators can protect existing business levels and further grow the event activity essential to the financial success of our venues. There is focus on ensuring venues are as multi-purpose as possible and an emphasis on the creation of new events by way of risk taking via in-house and co-promotions. The session also examines methods to create new and maximise existing revenue streams.

BUSINESS RISK & RESILIENCE

Following on from Risk Management Year 1, students have a basic overview of the principles of this discipline. This session builds on these principles focusing on the interrelated disciplines of business continuity and crisis management, event risk management, enterprise-wide risk management and more.

DEALING WITH BOARDS & GOVERNMENTS

Many public venues are owned and/or operated by Government organisations, or organisations reporting to a Board of Directors. This course is structured to give participants an insight, understanding and some helpful hints for dealing with Boards and Government organisations. Many venues are influenced daily by decisions, reactions and political influences of elected officials or corporate Board members. Using real examples and case studies, this course is designed to enable participants to further understand the dynamics of these organisations and how to operate effectively within them.

DIGITAL AND DATA INSIGHTS

In our digital world, marketing and marketing measurement are merging. The digital activities marketers encourage consumers to engage in also spawn a torrent of data that can become metrics of brand success. However, few venues have a comprehensive digital data insights strategy which means we are under-leveraging the largest online research panel in the world - digital humanity. This session discusses the need to create a digital data insights strategy, challenges facing digital marketers today, the keys to digital marketing success and various methods used to build social communities.

EFFECTIVE VENUE DESIGN AND DEVELOPMENT

Construction is a complex and difficult operation with potential risks at every turn. Albeit, there is great personal and professional satisfaction in being part of a major venue building program. If carefully planned and executed, there is no reason why the process of programming, design, construction, occupancy and maintaining a new or remodeled facility cannot be effective and efficient so facility planners can enjoy the journey and take pride in knowing they have been part of creating history that will be around for many years to come. The aim of this session is for students to identify and understand each of the phases in planning and designing public assembly facilities.

EMERGENCY MANAGEMENT PREPAREDNESS

The public assembly venue industry has been awakened from complacency with the reality of terrorist acts that have now left their mark on public places and transportation sources with mass crowds in attendance within these places. More importantly, it is not just the extraordinary acts of terror that emergency preparedness should be planned around, rather, emergencies in general that can adversely impact life, property and event activity. Responsibility to minimise injury, damage, disruption, inconvenience, discomfort, liability, and of course, fatality, cannot be underestimated. From prior first-hand experiences in crisis management, this session has been developed to help those attending to realise they must think in advance and be well prepared to act more, as opposed to reacting so much, in true emergency and crisis situations.

ENHANCING THE EXPERIENCE

Venues are more than just a place for an event to be held. Fans are coming for the experience, to be excited, included, and be part of something. Venues need to provide a complete customer service experience across every single touch point. Leveraging on a total experience in itself could become a distinctive competitive edge and advantage that may influence the buying behaviour of fans and create opportunities to attract and grow the business. It is not just about the event anymore, this session will look at a range of enhanced entertainment experiences both inside and outside of the venue, that will provide that competitive edge.

EVENT OPERATIONS PLANNING

There is no template for the perfect event plan; in fact, it will vary considerably from one event to the next, taking into account the size and nature of the event and venue. The extent of planning for an Olympic Games will take years, while the planning of a film shoot for an advertisement may take days. A systematic approach to event management is essential. The need to be accountable to various stakeholders, legislation, rules and regulations affecting events and the financial impacts of a poor event are some of the reasons that make it mandatory to carefully plan events. The purpose of this session is for students to understand event planning methodologies. A practical activity will require students to work through an event planning task in groups.

INDUSTRIAL RELATIONS

This session aims to provide an understanding of the current industrial relations system, how organisational processes can assist with minimising industrial relations conflict and unfair dismissal claims and other legislative considerations in the employment relationship.

LEADERSHIP FOR VENUE MANAGERS

It can be said traditional concepts of leadership no longer work. It may follow that transformation of an organisation may be inevitable to successfully compete and/or meet, and especially exceed, the expectations of its customers. Competition and customer demands dictate new innovative ways to operate and serve. Quality and depth of management are critical to an organisation's effectiveness. Leaders and followers alike must share responsibility. A leader's objective should be to build a team who feel as much responsibility for the company's success as the leader. New leadership must have the courage to commit to a system that will be more open and more demanding on the leader as well as the followers. This session helps students realise the major challenges management must deal with regularly to assure more effective performance by the organization and better experiences for the customers.

MANAGING CHANGE

Managing change entails thoughtful planning and sensitive implementation, and above all, consultation with and involvement of the people affected by the change. The aim of this session is to look at some modern-day principles and backed up by examples which underpin successful change.

MEDIA RELATIONS

Media relations is an essential course component for any venue manager. The ongoing challenge to be 'seen', 'heard' and 'understood' requires diligence and ongoing strategic planning. The success of any venue or organisation doesn't only depend on just how well it does what it does; it also depends on how well this is communicated. Media relations is about putting some control measures into a venue's communication plan to ensure a positive message is conveyed by the media about the organisation, venue or event. In this session, students learn about the media landscape and the specific requirements that relate to the venue/sports management industry. The session includes a mock media conference to enable students to apply skills in dealing with the media.

NEGOTIATION SKILLS

Negotiation is an everyday occurrence in the venue industry. Whether it be a high-level deal to secure event activity in a particular venue, negotiating contracted services to the venue, or just low-level discussion/negotiation between members of management and staff. This session is designed to cover a range of skills that can be used in any negotiation.

PRESENTATION SKILLS

The purpose of this session is to gain a greater understanding of the key elements of communication and presentation skills. Understanding these basic elements will allow participants to prepare a presentation and deliver it with confidence in their workplace.

THE WORKPLACE ENVIRONMENT

Environmental issues surround venues every day. Treatments need to be identified and programs and projects initiated to ensure a positive impact on the environment. During this session, everyday workplace environmental issues are addressed along the initiatives competent management should undertake. Resource opportunities at management's fingertips including grant and award submissions are also explored.

TOWN HALL

At its essence, a town hall meeting is exactly what it sounds like – members of a community coming together to discuss issues of common concern. The VMA's town hall meetings are open to all students and they encourage participation from the audience. The session facilitators typically present and discuss the latest trends, issues and challenges which may impact specific venue sectors or discuss an emerging issue of concern.

These three concurrent sessions are specifically aimed at discussing the big issues in the very diverse venue sectors. Led and facilitated by venue sector experts, these concurrent sessions are a must for venue professionals who want to participate.

INSTRUCTORS

Executive-level international and Australian instructors from industry-leading organisations including the CEO of the NRL, COO of Melbourne and Olympic Parks Trust, and the Group Director of AEG Ogden Arenas among others. See below for list of instructors:

- Richard Andersen, CVE, President & Chief Executive Officer of Seafair, Seattle, Washington, USA
- Rebecca Barry, General Manager, Organisational Development, VenuesLive
- Kim Bedier, CVE, Director Venues and Events for City of Tacoma, Washington, USA
- Anthony Duffy, AVM, Director, VIPeople
- Helen Fairclough, Director of People and Culture for Melbourne Convention and Exhibition Centre
- Todd Greenberg, Chief Executive Officer of National Rugby League
- Dean Hassall, CVE, Principal of Dean Hassall Consulting
- Steve Hevern, CVE, General Manager of Qudos Bank Arena
- Phil King, General Manager of Adelaide Entertainment Centre and Coopers Stadium
- Ian Love, Catering Manager of Brisbane Entertainment Centre
- Steve Mackenzie, President of Eventbooking
- Sue Max, General Manager, Event and Venue Management, ANZ Stadium
- Wayne Middleton, CVE, Principal of Reliance Risk
- Katherine Norman, Senior Account Manager of Arts Centre Melbourne
- Paul Sergeant, Managing Director of Paul Sergeant Events
- Gavin Taylor, AVM, Chief Executive Officer of West Australian Football Commission
- Andrew Travis, AVM, Chief Operating Officer of Melbourne & Olympic Parks
- Meg Walker, General Manager of Rod Laver Arena, Melbourne & Olympic Parks
- Tim Worton, CVE, Group Director of Arenas, AEG Ogden
- Mark Zundans, CVE, General Manager of Perth Motorplex

[Detailed instructor profiles are provided on the VMA website.](#)

ENROLMENT

Visit vma.org.au/vms now to enrol!

QUESTIONS AND FURTHER INFORMATION

Contact: Zan Lewarn, Education Manager

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Telephone: (07) 5501 6000

TESTIMONIALS

"The school has been an amazing experience; you meet so many connections across the industry, being able to liase with CEO's, industry leaders across all genre's and venue sizes. It's fantastic."

- Katherine Norman, Arts Centre Melbourne

"I can't recommend the venue management school highly enough. I've been involved as a student and now as an instructor and committee member and the level of education you receive on this program are unsurpassed in our industry."

- Lisa Price, Venue Consultant

"It's been really great to have one hour condensed bullet points and information on everything to do with the venue. The lecturers' content knowledge is fantastic and I think they're very passionate and it's starting to rub off on everyone they are lecturing to. I only knew about four people here and have already exchanged details with about 10 - 15 people. I'll have all 45 by the end of the program."

- Nick Guinane, Event Project Manager, Hisense & Margaret Court Arena

"It's awesome. I actually hadn't heard of the course before, I had no idea what to expect and it has blown my mind. All of the information we get on all the classes and course notes, all the group activities and just the ability to meet people from other venues that are similar to mine."

- Jodie Jones, Venue & Box Office Services Officer, Hawthorn Arts Centre

"This is not only a massive positive development for your career, but for your organisation as well. The skills that you learn, not only in your area, even if you specialise in catering or cleaning or you're a contractor or do work in the commercial department in a venue, you really can learn about the overall key importance of venue management. It's really important to understand and get the bigger picture."

- Katie Burgess, Senior Manager - Events, Sydney Cricket & Sports Ground Trust