

Reinventing Customer Service

**September
26, 27 & 28, 2011
Toronto**

endorsed by:



Participating organizations



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Conference highlights



- Embrace & develop a social media-focused strategy that's right for your organization
- Learn how to do more with less
- Learn how to plan & execute the journey to achieve customer satisfaction
- ING Direct's successful 3-year vision to excellence
- Gain insight from a trusted consumer advocate columnist on what customers really want
- Get a glimpse into the CSC of the future
- Take an inside look at how leaders embrace employee engagement
- Build a customer experience that matches your brand

Optional workshops



CONTACT CENTRE OF THE FUTURE: IT'S A BUSINESS!
John Bardawill, Managing Partner, **TMG International Inc.**

SOCIAL MEDIA MEETS CRM
Hessie Jones, Vice President, Social Media, **Due North Communications**

Dear Fellow Customer Service Professional:

As a customer service professional and enthusiast, you strive to select the best strategies and approaches for enhancing client service. Today's consumer revolution has empowered customers; a customer-first approach to business is now more of a reality than ever.

While reinventing customer service is a bold statement: it is happening—with or without your organization. Modern businesses interact with customers daily using new channels and social media to deliver their message. How do you meet your customers higher expectations? How will you keep pace with the revolution? When your clients speak, is your company listening and responding quickly and effectively? How does it all come together and how do you create a multichannel, silos-free organization, to reinvent customer service throughout all your service channels?

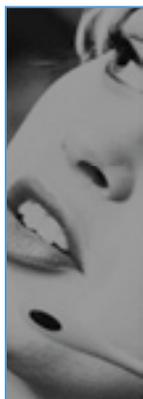
Through the strategic and technological choices that you make, and the attitude and know-how of your teams, your goal must always be to stay one step ahead, and improve or reinvent when necessary. While the challenges are plenty, the exciting opportunities are far greater.

Whatever industry you're in, the keys to excellent service and a loyal and growing customers are the same. Attend this insightful three-day event and hear from innovative and passionate customer service experts from leading Canadian organizations about how to achieve your goals and objectives. You might even reinvent your customer service approach!

- Motivate and empower front-line staff
- Glimpse into the future as you prepare for Customer Service and Social CRM
- How to lead and create a grassroots employee engagement culture
- Learn how to use FCR more effectively to enhance customer satisfaction
- How to break down silos for a rewarding knowledge sharing culture
- Hands-on tools to help you for the contact centre of the future
- Adopt a permanent continuous improvement culture
- How behavioral & personalized customer experience strategies can help improve your efficiency, image and bottom line

Come and get practical tips and advice from those who have been there and who have put the customer experience first, including: Arcus Consulting Group, Cineplex Entertainment, Citi Cards Canada, Inc., DDB Canada, Due North Communications, FirstOntario Credit Union Limited, Gamma-Dynacare Medical Laboratory, Genius Solutions Inc., Grand & Toy, Groupe Aeroplan Inc., ICSA (Toronto), ING Direct, , Linde Canada Ltd., Nolitours and Transat Holidays, Ontario Telemedicine Network, Sunlife Financial, T4G, Teambuy.ca, Technical Standards & Safety Authority, TMG International Inc., The Taylor Reach Group, Inc., The Toronto Star, University of Toronto, School of Continuing Studies and Viewit.ca.

Conference highlights



Vice-presidents, Directors, Managers & Team Leaders for:
Contact & Call Centres
Customer Service
Information Services
Online Services
Hotlines
Help Desks
HR
Employee Relations and Training
Consultants
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LISTEN TO THE VOICES & SHARE YOUR VISION

CHAIR: David Bradshaw, VP Sales & Services,
ING Direct

Monday, September 26th

9:00-9:15

INTRODUCTORY REMARKS BY DOLLY KONZELMANN,
PRESIDENT, INTERNATIONAL CUSTOMER SERVICE
ASSOCIATION (TORONTO CHAPTER)

9:15-10:00

**CASE STUDY: CREATING A 3-YEAR VISION TO
DRIVE YOUR COMPANY TO EXCELLENCE**

David Bradshaw, VP Sales & Services, ING Direct

ING Direct's Sales and Service's team had a vision: a 3-year plan. The plan started in 2009 and is now in its final year. While many benchmarks and goals were achieved or surpassed, this is only a beginning! This inspiring case study will look at how to create a vision for a world-class revenue generating sales centre, and where do you go once you have completed your 3-year plan.

- Engage executives into project management through analyzing, sharing of results and highlighting goals
- Exceed targets and decrease absenteeism rates with companywide buy-in
- Explain what is in it for the contact centre & other customer service channels
- Getting people to be committed and taking a role in achieving the 3-year vision
- Getting your team mobilized and thinking about the future: a new journey

10:00-10:45

LEADERSHIP: HOW TO CHAMPION EMPLOYEE ENGAGEMENT

Eli Federman, Director of Customer Care, Grand & Toy

Employee engagement mirrors the leadership within your company. As the winner of two 2010 Service Quality Measurement Group Awards (SQM), Grand & Toy understands that an employee's level of engagement can determine the customer service delivered—for better or worse. The connecting dots between leadership, employee satisfaction and customer satisfaction can impact the company's bottom line and image. This session will examine how Grand & Toy reduced its attrition by 40% in a 2-year span, while championing employee engagement and creating great customer experiences.

- Happy and engaged employees lead to "happy" customers
- Harness the creative potential of your employees
- Create a permanent culture of WOW
- How to get organizational buy-in and commitment
- Leaders champion ideas with passion
- Simple & effective things you can do to advance employee engagement
- Leadership, ESAT & CSAT: how to keep the chain intact?

10:45-11:00 NETWORKING BREAK

11:00-11:45

CREATING GREAT CUSTOMER EXPERIENCES

Ellen Roseman, Columnist, The Toronto Star

Having heard every horror story imaginable, the peoples' Ombudsman gives a voice to angry customers through her column. This session takes an unvarnished look at what it takes for organizations to create great customer experiences—from a columnist's POV.

- Listen, empathize and own the problem
- Tips to provide an exceptional experience to every customer
- Dealing effectively with missteps and errors
- The importance of keeping your word and delivering on your promise
- Putting yourself in your customers' shoes

11:45-12:30

CONTINUOUS IMPROVEMENT: THIS IS NOT A PROJECT!

Luisa Armstrong, Director, Customer Service, Technical Standards & Safety Authority

The TSSA's maxim is Putting Public Safety First. In her role, Luisa Armstrong is passionate about putting her customers and employees first. This discussion will demystify how Continuous Improvement has been consistently viewed as a project - it's not! Learn how to transform and improve your business culture permanently, on a daily basis and over the long run.

- Changing paradigms and ways of thinking from the top
- Understanding the wealth of knowledge your employees possess
- Eliminate bad processes & create remarkable efficiencies
- Empowerment, autonomy and accountability: who is responsible to connect the dots in the organization?
- Implementation process and outcome assessment

12:30-1:30 LUNCH

STRATEGIES & ROADMAPS

CHAIR: Colin Taylor, CEO,
The Taylor Reach Group, Inc.

Monday, September 26th

1:30-2:15

CUSTOMER EXPERIENCE AND CUSTOMER SATISFACTION: PLANNING THE JOURNEY AND EXECUTING THE PLAN

Colin Taylor, CEO, The Taylor Reach Group, Inc.

Design the roadmap, deliver the customer experience and you will gain customer satisfaction and by extension customer loyalty, so goes the mantra. It all sounds so simple, how can it fail? But fail it does, frequently and painfully. The failure is often due to a vast disconnect between marketing and the organization's primary customer communication channel: the contact centre. This session examines how the contact centre can support or undermine the promised experience.

- Learn from the mistakes others have made
- Understanding 3 key elements: ease of access, quality of access & quality of interaction
- Steps To design a roadmap:
- Know what the current experience is
- How are you measuring it?
- Understand your policies, processes & any negative customer impacts
- Plan changes & tests
- Measure improvements / reductions as a results of tests
- Roll out positive changes & continue other tests

2:15-3:15

PANEL: IS THE CUSTOMER ALWAYS RIGHT?

Moderator: Dolly Konzelmann, President, International Customer Service Association (Toronto Chapter)
Suzanne Diefenbaker, Director, Customer Care Centre, Nolitours and Transat Holidays
Michael Aronovitch, Call Centre Manager, Viewit.ca
Wilfred Fong, Associate Director, Business and Customer Service, University of Toronto, School of Continuing Studies

Legend has it that "the customer is always right" saying was originally coined in the early 20th century by Chicago's Marshall Field's department store. This panel discussion takes a look at how this saying has resisted the test of time and debate how it applies to today's reality.

- Is declaring the customer "always right" counterproductive?
- Does this saying create high expectations and potentially abusive customers?
- Can you dismiss customers to foster an employee first culture?
- Learn how to handle situations when the answer is not what the customer wants to hear

3:15-3:30 NETWORKING BREAK

3:30-4:15

DOING MORE WITH LESS WITHOUT SACRIFICING CUSTOMER SERVICE

David Paddon, Customer Service Manager (Central Region), Gamma-Dynacare Medical Laboratory

Today's businesses must face many challenges, including an uncertain economy, budget cutbacks, heightened competition for skilled labour and technological change. Now, imagine if your organization also existed in an environment of "capped" revenues. This session takes a look at how Gamma-Dynacare Medical Laboratories is continually modifying its approach and adopting new strategies to "do more with less" in a capped environment, without sacrificing customer service and quality.

- How to be efficient in a capped daily environment
- Motivating and engaging your staff to adopt a vision of proficiency
- Deliver high quality customer service by using smarter practices & processes
- Technology: use it to reduce costs & make your staff more efficient
- Harness technology to cut Waste and curb costs

4:15-5:00

MEASURING CUSTOMER SATISFACTION: LISTENING TO YOUR FRONT-LINE PEOPLE

Lilly Krstic, VP Customer Solutions, In Genius Solutions Inc.

Measuring customer satisfaction by surveying your customers is an important aspect in the overall customer experience. But are you measuring customer satisfaction through your front-line staff's lenses? Throughout all touch points, they are the ones interacting with your customers. This session will discuss how your staff can increase CSAT and help you better understand your customers by listening to your main asset: your employees.

- Why should you listen to your front-line staff?
- How do you measure customer satisfaction from your front-line's POV?
- Implement measures to evaluate & champion your front-line's ideas
- Enhance ESAT by empowering your staff
- Learn about customers issues faster & act proactively

THE FUTURE OF CUSTOMER SERVICE

CHAIR: Richard Litvack,, SVP Operations,
Citi Cards Canada, Inc.

Tuesday, September 27th

9:00-9:45

FIRST CONTACT RESOLUTION: THEN AND NOW

*Richard Litvack,, SVP Operations Relationship Management,
Citi Cards Canada, Inc.*

As the great writer and pilot, Antoine de Saint-Exupéry, has it: "As for the future, your task is not to foresee it, but to enable it." How do you enable the future of your company in today's fiercely competitive market? How do you map your strategies to attain high levels of customer satisfaction? And how will you get to your desired future customer care destination? First Contact Resolution (FCR) is not a new concept; it has always been an important component in the realm of customer service. Studies have proven that a successful FCR strategy is one of the key drivers that will improve CSAT scores, retention, cost reduction and future business opportunities. Most companies have used the same set of Key Performance Indicators (KPIs) and measurement tools to avoid deviating from its approach; others have blindly adopted other strategies. This session will explore and take a 360-view of FCR.

- FCR measurement: understanding the core principle
- Understanding FCR's relationship to other KPIs
- Does a successful FCR approach equal a satisfied customer service approach?
- Are our measurements so internally focused that we completely ignore our customer's first contact experience?
- How to get other departments involved in FCR improvement
- FCR: the Golden KPI?

9:45-10:30

TALENT MANAGEMENT: PLANT THE SEED FOR TOMORROW'S LEADERS

*Caroline Hagan, Vice President, Customer Service and
Labour Relations, Groupe Aeroplan Inc.*

Chosen as one of Montreal's Top Employers for 2011, Groupe Aeroplan is a big believer in attracting, recruiting and retaining employees, and understands how crucial it is in today's competitive market. Your company's culture will dictate your workforce's behaviour and success. How do you assess and implement a culture that will help you attract employees and create tomorrow leaders? In this session, Caroline Hagan will show you how your workplace culture can have a positive effect on your employees and your customers.

- Establishing a recruitment process that will guarantee success
- Training employees before they start: choose those who will adapt to your culture
- Program for identifying future leaders within your organization
- Provide your workforce with opportunities to grow, develop and flourish as future leaders
- How to retain your best employees and future leaders

10:30-10:45 NETWORKING BREAK

10:45-11:30

THE FUTURE IS HERE: BEHAVIORAL & PERSONALIZED CUSTOMER EXPERIENCE

Andrew Keyes, Principal Consultant, T4G

Personalization can help your organization respond to customer needs and predict future individual customer behaviour. Personalized interactions can go a long way in building brand loyalty and increase your customers life cycle. This session will discuss the possibilities that will help you into the next generation of customer care.

- Getting to know your customer
- Leverage customer behaviour, patterns & preferences in each interaction
- Multi-channels customer data sharing
- Intelligent routing
- The 'One Face to the Customer' approach

11:30-12:15

PREVENTING COMPLAINTS BEFORE THEY HAPPEN

Michael Aronovitch, Call Centre Manager, Viewit.ca

The old adage "an ounce of prevention is worth a pound of cure" was never more true than as it applies to your customer service staff. Contact centre performance means customer satisfaction, customer loyalty, profitability and competitive edge. It also means implementing effective practices for handling customer issues and complaints, and how to deal with difficult customers. This session will examine what satisfaction means to customers and how to put in place proactive workforce management measures that will impact the quality of service delivery and prevent complaints.

- Characteristics of a satisfied and unsatisfied customer
- Proper planning in workforce management and impact on service levels
- Analysis of call patterns: what to look for?
- Mapping out of future patterns in calls received
- Helping employees better handle complaints and deal with difficult customers

12:15-1:15 LUNCH

SOCIAL MEDIA & TECHNOLOGY

CHAIR: Ed Lee, Director, Social Media and Radar, DDB Canada

Tuesday, September 27th

1:15-2:00

WHAT NO ONE'S TELLING YOU ABOUT CUSTOMER SERVICE AND SOCIAL MEDIA

Ed Lee, Director, Social Media and Radar, DDB Canada

The voice of the consumer is thriving within social media but is using social media platforms like Facebook and Twitter simply teaching our consumers to bypass existing customer service process by shouting louder and longer? Just because everyone else seems to be doing it doesn't mean it is necessarily right for you. This insightful and provocative talk will help you:

- Rethink & reshape your approach to customer interactions within social media
- Find the right social media strategy and process for both you and your customers
- Successfully use social media to control your reputation and empower customers

2:00-2:45

TECHNOLOGY-DRIVEN IMPROVEMENTS

Anthony Lambie, AVP Direct Distribution & Call Centre Application Services, Sunlife Financial

Every year, there are new developments in technology that have the ability to greatly enhance a customer's experience. Examples of new and improved technology include more accurate speech recognition software and better interactive voice response systems. What technology do you entrust when there is a market of infinite products that promise to revolutionize your CSC? This session will highlight the latest developments and trends and will offer details on how to determine which is the best technology to suit your needs.

- How to choose the right technology for your organization
- Impact of technologies on improving processes and workflow
- How to use: knowledge based systems / self service; transactional IVR / speech recognition; chat management and speech analytics

2:45-3:00 NETWORKING BREAK

3:00-3:45

KNOWLEDGE SHARING: BREAKING DOWN THE SILOS

Maggie Hejazi, National Customer Service Manager, Linde Canada Ltd.

Linde is Canada's premier supplier of gases, welding equipment and safety products with 70 Branches, a fleet of trucks and drivers and dedicated customer service and sales teams. The 1,000+ expertly trained and dedicated employees must all work together to safely supplying a full range of liquid and compressed industrial and specialty gases, welding, cutting and scientific equipment, and safety products and accessories. Linde's CSC plays an important role in communicat-

ing with the customers—knowledge sharing is crucial. Everyone must communicate effectively, take ownership, work together and contribute their part. Attend this session to learn how Linde's knowledge sharing in real-time is important to provide on-time services to customers.

- Understanding knowledge management across the entire enterprise
- How to gain satisfied customers by providing value
- Best practices for "knowledge sharing" within a CSC

3:45-4:30

PANEL DISCUSSION:

CHANGING THE FACE OF CUSTOMER SERVICE

Moderator: Dolly Konzelmann, President, International Customer Service Association (Toronto Chapter)

Daniel Mayne, Customer Service Manager, Teambuy.ca

Frank Muzzi, Vice President, In Genius Solutions Inc.

Abi Farhoudi, Manager of Guest Experience - National Operations, Cineplex Entertainment

Merril Mascarenhas, Managing Partner, Arcus Consulting Group

As Disraeli has it: "Change is constant; change is inevitable." How do you ensure that you deliver a great experience to your existing customers while preparing the stage for tomorrow? How will your customer service strategies change as a result of emerging trends and new technologies? What is your company's plan and long-term vision? This session highlights:

- What does the future hold for customer care?
- What are the new technologies that we have seen in 2011, going into 2012?
- How will contact centre data & real-time feedback influence your company's KPIs?

OPTIONAL WORKSHOP A

Wednesday, September 28th - 9:00-noon

CONTACT CENTRE OF THE FUTURE: IT'S A BUSINESS!

John Bardawill, Managing Partner, TMG International Inc.

This interactive, hands-on workshop is designed to help you get a glimpse of the future and better understand how to maximize the effectiveness of your contact centre. Learn about what is needed to transform a contact centre from a transactional-focused communications channel into a revenue-generating business that maximizes the critical areas of revenue, customer experience and efficiency. Participants will have the opportunity to utilize several tools and templates while learning how to:

- Successfully reframe your contact centre business strategies
- Assess opportunities leading to a more profitable business
- Transition your contact centre from a "cost" centre to a "revenue" contributor
- Leverage your customer interactions to enhance CSAT and drive incremental revenues
- Align your contact centre operations with your overall business, marketing and sales strategy to provide the ultimate customer experience.

John Bardawill is Managing Director at TMG International Inc. John has over 25 years of international marketing and management experience, working with companies such as Ericsson, Cable & Wireless, Bell Canada, Rogers and RBC Insurance. He has worked extensively with call centre operations internationally in a variety of market-driven organizations to provide a strategic, highly focused, results-based approach to drive revenues and profits.

John is on the Editorial Board of the Journal of Customer & Contact Centre Management and is a member of the Contact Centre Council of Canada. He has spoken at numerous industry related events and educational institutions and has written numerous articles for a variety of industry publications.

John holds an MBA from the Richard Ivey School of Business at the University of Western Ontario and an Honours B.A. from Queen's University.

OPTIONAL WORKSHOP B

Wednesday, September 28th - 1:30-4:30

SOCIAL MEDIA MEETS CRM

*Hessie Jones, Vice President, Social Media,
Due North Communications*

Where do social media and CRM intersect to create an enduring and profitable customer relationship? Businesses realize that social media is not a fad - it's even bigger than we think. Those who fail to understand this reality will not be part of the tomorrow's conversation: social media is "changing" the face of CRM. To create more win-win customer relationships, many companies are looking at social media for strategic, process, organizational, technical and individual behavioral change that focuses on the customer's history, attitude, need and current situation. Understanding the customer to this depth and placing the information at the fingertips of your staff will enable them to execute delivery, create satisfaction, foster loyalty and pave the way for repeat business. There are, however, roadblocks, bumps and black holes that can be encountered along the journey.

This workshop will provide a guide to developing and implementing a social media & CRM business strategy. Attendees will learn valuable techniques on how to incorporate social media relationship building strategies and the value of customer satisfaction and loyalty programs into their CRM framework. Hessie Jones will review the process of implementing social media CRM and draw upon case studies of what works well and what to avoid when considering a social media CRM approach to your business.

- How are social media outlets changing the CRM experience?
 - With the help of social media, what is the future of customer service, and how are businesses preparing for the challenges and changes for continued success?
 - Successfully using social media to enable customers to feel ownership
 - Best practices, tips & tools
- And more...

With over 10 years in the digital space, and 10 years in advertising, Hessie Jones has worked within these disciplines: Account Management: direct and database marketing, loyalty programs; CRM: email; Social Media: strategy, education, training, analytics, research, outreach, content management; Sponsorship Marketing; PR; Media Property/portal Audience Marketing; Web Development: user-generated campaigns, community sites. This was done while working with/for brands including Adidas, Citi, Yum Brands: Taco Bell, Pizza Hut; Corby's: Absolut Vodka; Crystal Head Vodka, Directbrands: Columbia House, CH Canada, Bookscene.ca, DoubleDay Books, Howsthepatient, Pork Marketing Board Canada, CIBC Credit Card Services, Yahoo! Canada (Answers, Music, FIFA, Entertainment, Mail, Messenger, 360, News, Finance) Overlay.TV, Juno Awards, Canadian New Media Awards, Salsa on St. Clair, Toronto Grand Prix, Formula 1, Telus Ski and Snowboard Event, Canadian Athletes Now, Canada Soccer, Glaxo Welcomme, Fairweather, Braemar, UPS, Esso, Lexus, Ronald McDonald House, Sears, Scotiabank, and Children's Miracle Network.

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