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To Whom It May Concern:

From the perspective of a hosting venue, most of the facilitation needs for my 3-Day Certified LeSS Practitioner course are routine. The main exception is the extensive amount of additional floor space required to accommodate the significant number of large temporary whiteboards and associated artist easels, both of which I will supply. **Stopping to review the photos and diagrams at the bottom of this letter before reading further is likely to be very helpful to you.**

**Each crescent round table or similar pod of 5 students requires three 4'x4' custom whiteboard panels sitting on artist easels.** The whiteboard panels for some of the participant tables can be placed in a nearby breakout room instead the main lecture space. When space, shipping logistics, or cost effectiveness require it is possible to squeeze some of the participant tables down to only two 4'x4' whiteboard panels, but this is far from ideal.

The **footprint of three 4'x4' whiteboard panels** and their associated artist easels is **approximately 4'x12'**, with an approximate footprint of 4'x8' if only using two panels. These are typically placed along the walls of the event space, pre-function space, or a breakout room.

In other words, each participant table of five students requires  $4 \times 12 = 48$  sq. ft. of floor space for their respective whiteboard panels. In comparison, the 10 ft. diameter footprint required by a 60" round table and the associated chairs is 78 sq. ft. After accounting for some additional standing room in front of each whiteboard, you can see how the whiteboards tend to require about half again the amount of floor space normally required.

Due to this additional floor space requirement, it will take around 2000 square feet of event space to support a class of 30 students. The greatest challenge in selecting the smallest and most economical choice of event room available is sometimes not how many crescent rounds of 5 people each will fit, but rather how many 12' lengths of wall space are available without blocking any exits or otherwise getting in the way. (Technically the whiteboard panels are only 46.5 inches wide, so a three-panel whiteboard is  $3 \times 46.5 = 139.5$  inches wide.)

**I am perfectly happy with a breakout room or pre-function space for some of the whiteboard panels.** In a public course, all hosting costs impact my profit margin. In a private course, the client directly or indirectly pays the hosting costs.

Typical event space configurations options for a larger class are:

- A. Lecture Space of 800 to 1200 sq. ft. plus break-out or pre-function space for more easels
- B. Single room of 2000 to 2300 sq. ft.

## The Routine Stuff

- 3-Days
- No hotel rooms to be included in quote
- Course hours: 8:30 a.m. – 6:00 pm
- Breakfast Start (if provided): ~8 a.m.
- Maximum Student Count: 30
- Typical Minimum Financially Viable Student Count: 10 to 15
- Coffee/tea when cost effective, often water only at lower head counts
- Hot lunch, plated or buffet depending on student count and pricing
- A/V:
  - Projector and Screen (Or equivalent display solution)
  - Lapel microphone for instructor, and ideally one handheld microphone for students. (Only needed at larger student head counts.)
  - Note: It is often more cost effective for me to provide my own projector(s) and screen(s).
  - Second Projector and Screen if I am running a bi-lingual course.
- Please detail your cancelation policies when providing a quote.
- Please include a sample invoice showing all service fees, taxes, and other costs.

## Alternative Food & Beverage Arrangements

If a venue is located within a short walk of several table service restaurants, and if the student headcount isn't too large; it sometimes makes sense for me to walk the group to lunch at pre-arranged restaurants. This can be a nice break for everyone, while concurrently providing great networking opportunities. At larger headcounts this becomes increasingly impractical.

If you represent a venue which fits into this alternative food & beverage arrangement category, just explain what you have to offer. Providing some detail on what nearby table service restaurants are within a short walk is often helpful.

## Financial Considerations

- Fixed overhead cost (i.e.: room rent + minimum F&B spend + fees +tax) is a greater concern than incremental per student cost for a public course with an unpredictable student count. In a private course with better understood student count, overall cost is more important.
- I may discover I only need a space which can support 10 or 20 students rather than a full 30. Please consider quoting multiple event spaces appropriate to different student head counts if doing so makes sense in the context of your available event spaces.

## Public Course Strategy

Public courses are proving to have low and unpredictable head count, with most students delaying their signup until a few days before the course. I have discovered the following strategy is typically the most effective option:

- Identify venues located in walkable areas located near multiple table service restaurants.
- Engage identified venues early to explain my needs and obtain tentative pricing.
- List the course using pre-registration ("card-on-file") functionality, delaying formal contracting of a venue until the course reaches critical mass. (Card-on-file functionality is explained at: <https://www.ticketspice.com/features/presell-event-tickets-with-card-on-file>)
- Start with beverage only service in the event space, sometimes only water service.
- Walk the group to lunch each day at one of the table service restaurants, or the various on-property restaurants at large convention hotels.
- Transition to full-service catering if/when student head count grows large enough to be unmanageable otherwise.
- Ensure A/V costs are kept low either by using in-house A/V, or by bringing my own. External A/V arrangements through providers such as Encore are seldom cost effective.
- Booking a hospitality suite/presidential suite/governor suite/etc. can be an effective option for achieving a launch threshold as low as two or three students. By the time at least four or five students have signed up, there tends to be more than enough budget to contractually bind formal event space. It is therefore very helpful to know the availability, pricing, and dimensions of any relevant hospitality suites.

This public course strategy involves more planning and careful venue selection than a fully catered strategy, yet it seems to be the best choice available for managing the downside risk of the unpredictable student head. Facilitating a private course is trivial in comparison since the approximate student count is much better known up front.

## Relevant Links

- Generic Global Course Description:  
<https://agilecarpentry.com/clp/global/>
- Generic Global Course Description in Spanish:  
[https://agilecarpentry.com/clp/sp\\_global/](https://agilecarpentry.com/clp/sp_global/)
- This RFQ:  
<https://agilecarpentry.com/rfq.pdf>
- This RFQ in Spanish:  
[https://agilecarpentry.com/rfq\\_es.pdf](https://agilecarpentry.com/rfq_es.pdf)

## Closing Remarks

Thank you for your time and effort spent understanding the detail above.

Sincerely,  
James Lee Carpenter



Figure 1: Here is an older example of two large artist easels setup for class. The design specifics have changed, yet the overall size and footprint for a two-panel setup is the same. Notice the diagram is a little too squashed to be easily read with only two panels.

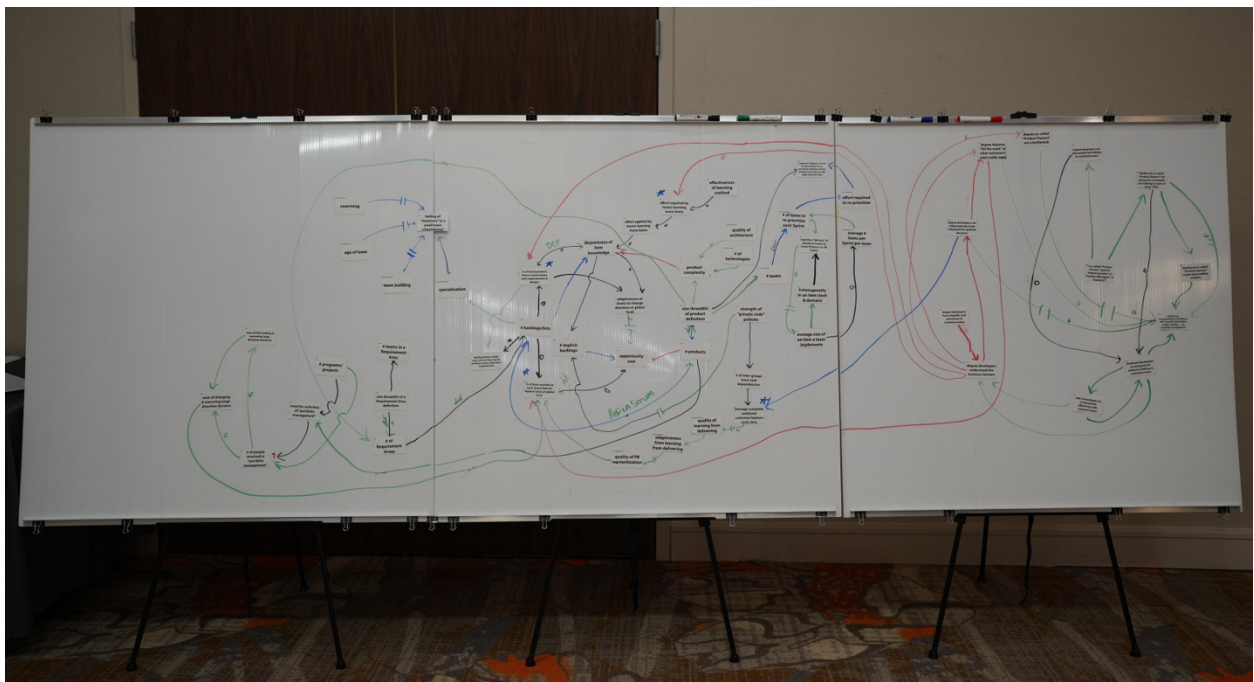


Figure 2: Here is an example of a set of three artist easels setup for a class. This is an updated design which packs down more tightly than my original design shown in Figure 1. Each table of 3 to 5 participants requires one set of these, with ideally three easel panels per set.



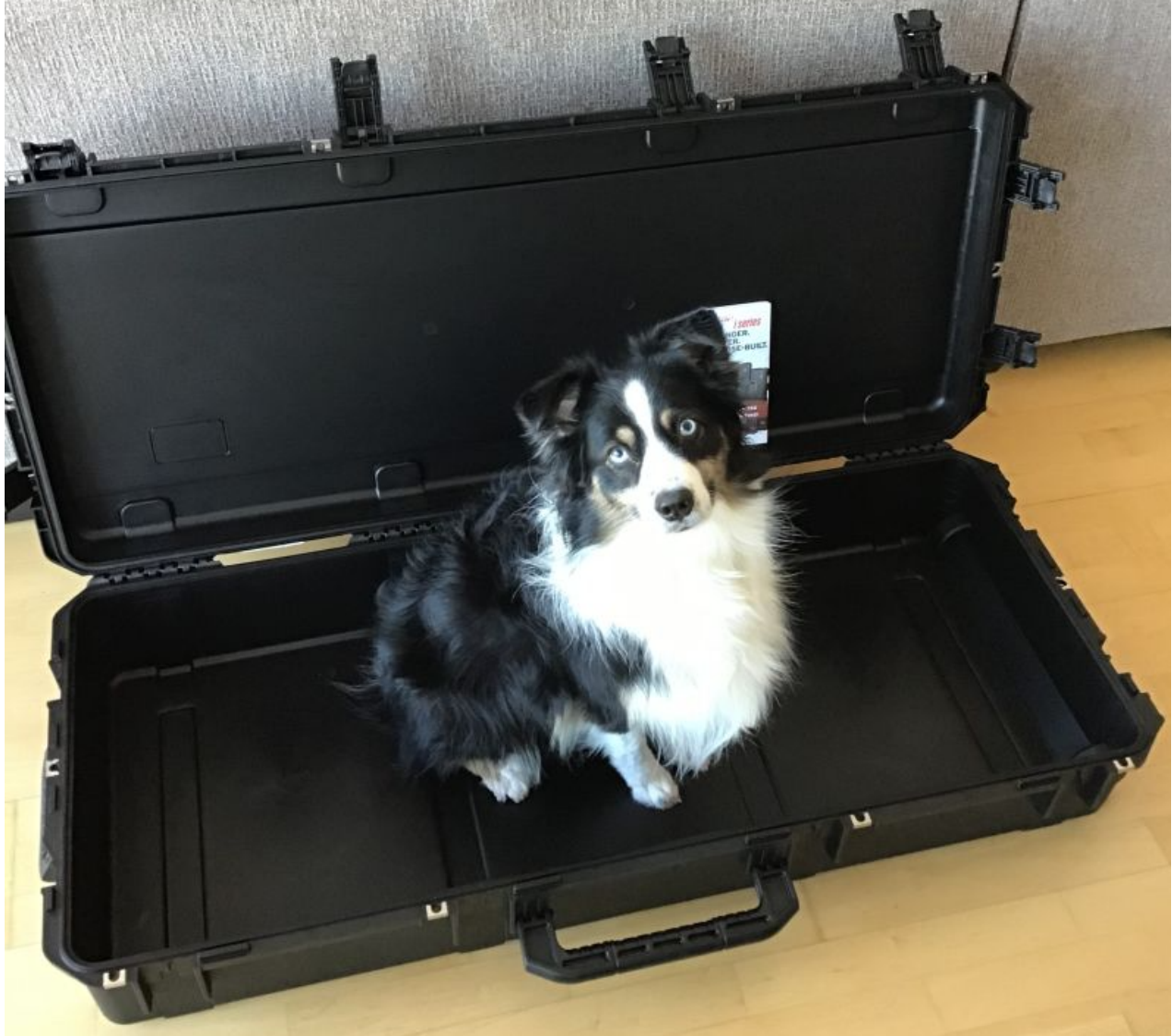


Figure 3: When fully loaded, each wheeled [SKB 3i-4719-8 flight case](#) weighs approximately 70 pounds and contains 8 whiteboard panels and their associated easel stands. Two cases are sufficient to provide 5 sets of 12' wide whiteboards, plus one extra. Three cases are sufficient to provide 8 sets of 12' wide whiteboards.

The exterior dimensions of the case are 50 x 21.5 x 8.5 inches (127.0 x 54.6 x 21.6 cm), for a total linear dimension of 80 linear inches. This is similar in weight to a very large suitcase common on international flights, and only slightly larger. They are easily stored in my hotel guest room, or in a bell closet. I have engineered the entire solution to be easily rolled around an airport by a single person. They can also be shipped by normal parcel service via FedEx or UPS, or by a luggage forwarding service. They do not require freight handling; they are effectively just very big suitcases.

The model posing with the case is our Miniature Australian Sheppard named Lucia, or more commonly LuLu. In her first and only flight from Phoenix to Milwaukee at 8 weeks of age she fit in a small soft-sided crate on the floor in front of my wife's feet. LuLu doesn't understand that "crate-class" is much less fun.

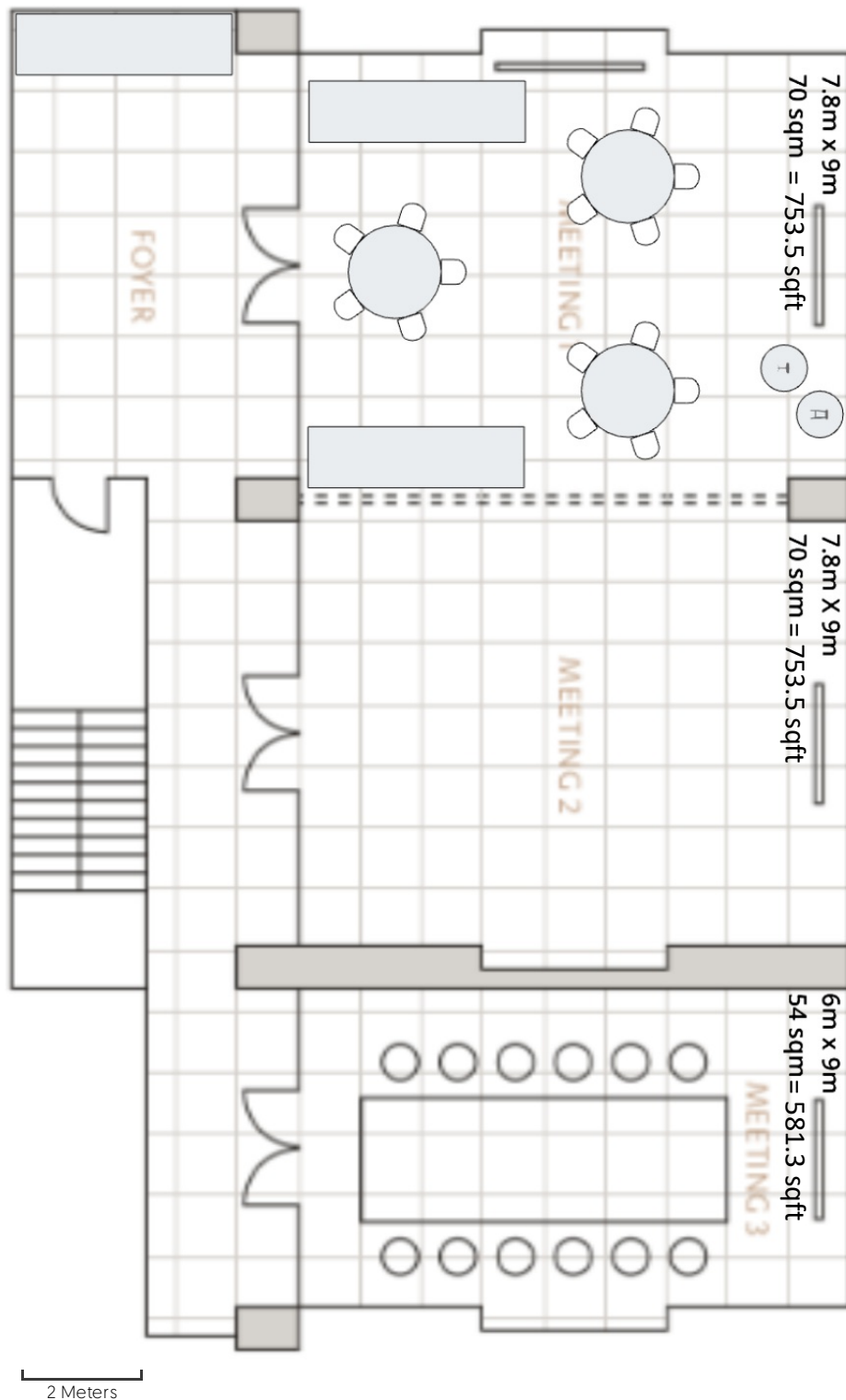


Figure 4: Here is an example layout for a 70sqm (753.5sqft) space at the Shilla Monogram hotel in Da Nang, Vietnam. Notice that 70 square meters is just barely enough space for 3 tables of 5 students each. This only works because one of the whiteboards has been placed in the foyer. Otherwise only 2 tables of 5 students would fit.

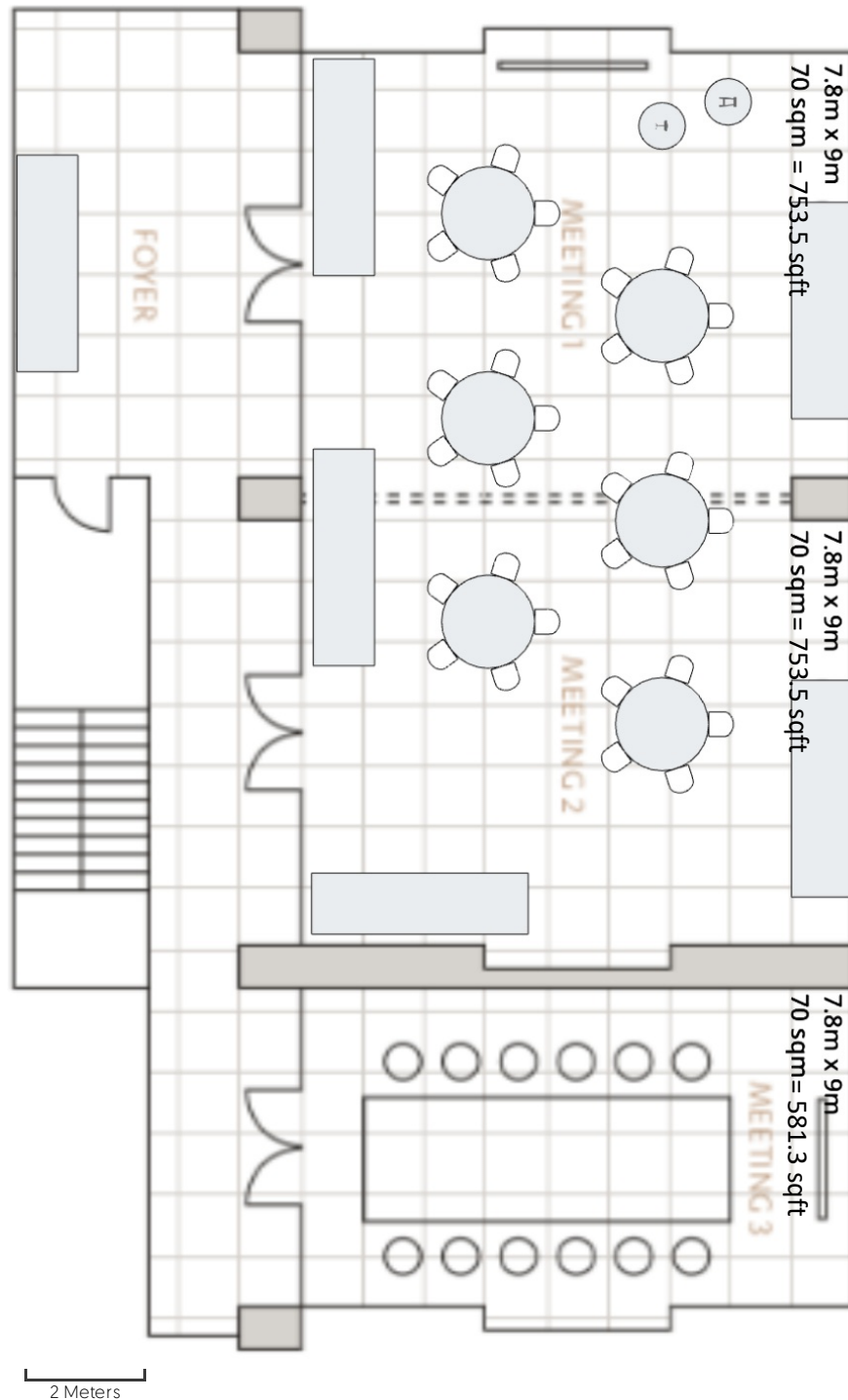


Figure 5: Here is an example layout for a 140sqm (1507sqft) space at the Shilla Monogram hotel in Da Nang, Vietnam. With one whiteboard in the foyer, there is enough room for 6 tables of 5 students each, plus the associated whiteboards. This only works because one of the whiteboards has been placed in the foyer. Otherwise only 5 tables of 5 student each plus the associated whiteboards would fit.



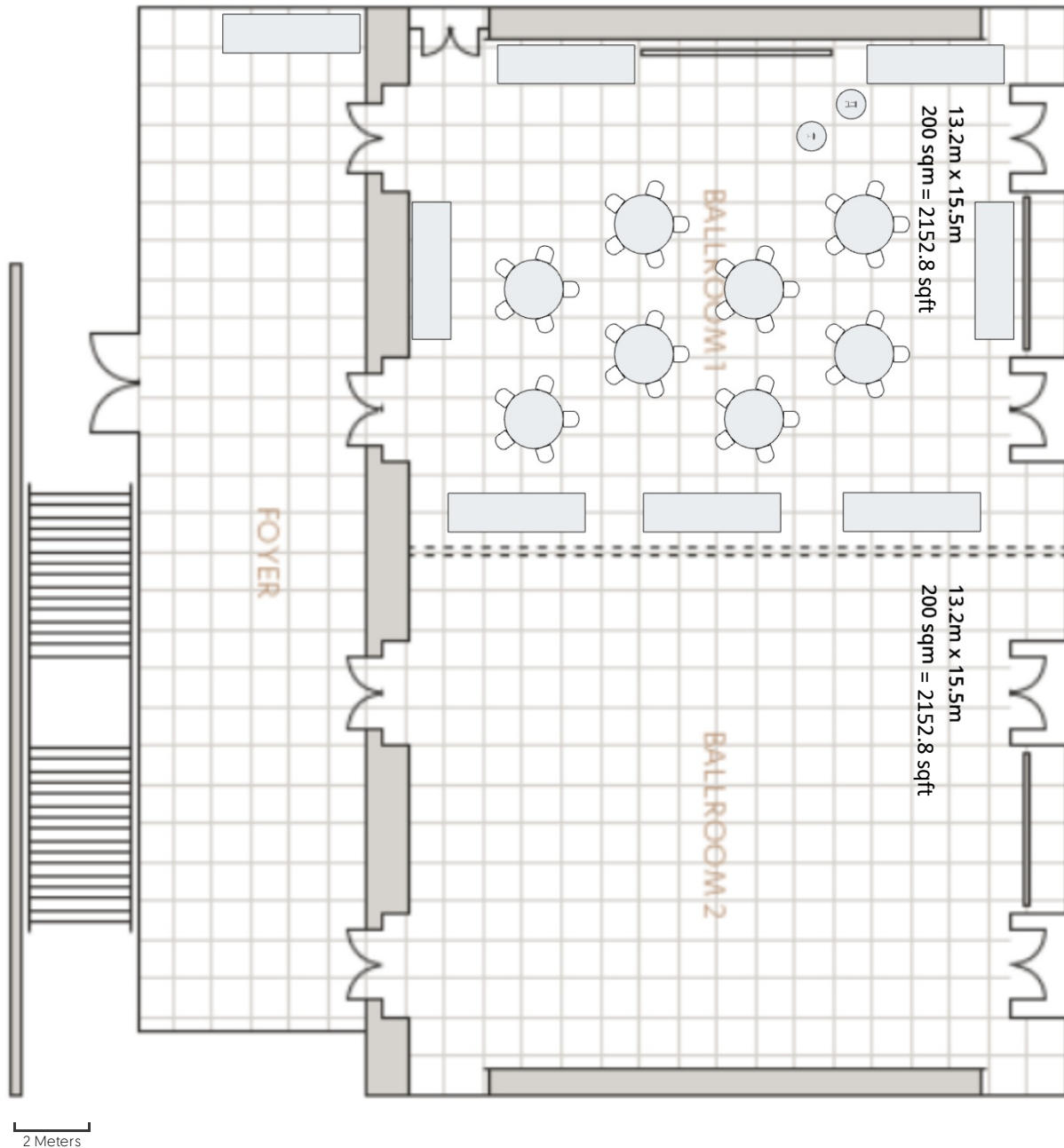


Figure 6: Here is an example layout for a 200sqm (2153sqft) space at the Shilla Monogram hotel in Da Nang, Vietnam. With one whiteboard in the foyer, there is enough room for 8 tables of 5 students each. In practice a class of 40 students is more than I would want to teach without a co-trainer helping me.

It is also worth noting the higher 6.2m ceilings in this section of the grand ballroom will do a better job of providing acoustic separation between working groups when they are at their whiteboards, than the 4.5m high ceilings of the other meeting rooms at the Shilla Monogram hotel.

Although not shown, reducing the layout to only 6 tables of 5 students each will allow space for some worktables. The real challenge with a room this large is keeping the hosting costs affordable, especially in a more expensive city.