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ADVANCED BALANCED SCORECARD

14-15 April 2009 • JW Marriot Hotel, Kuala Lumpur, Malaysia

Gain Practical Insights and Innovative Strategies of Total Compliance on the Following Key Issues:

- Using risk management and information security practices in the Balanced Scorecard
- Achieving Balanced Scorecard objectives in a rapidly globalising corporate environment: Issues and challenges
- Sustaining the Balanced Scorecards: How, where and on what?
- Balanced Scorecard and HR Scorecard - Alignment of business with human resources
- Financial and operation issues of Balanced Scorecard
- A critical examination and analysis of successful and failure Balanced Scorecard implementations
- Scorecard: Making vision and strategies actionable
- Balanced Scorecard: Strategy and action
- Advanced Balanced Scorecard: Branding and strategy
- Balanced Scorecard for strategic planning and measurement
- Reinforcing a customer - Centred strategic focus by cascading a Balanced Scorecard
- KPIs made easy - How to think about performance indicators if your department or organisation is not ready for the Balanced Scorecard
- Balanced Scorecard's point of view to organisation's success
- The Importance Of Having Leading And Lagging Indicators In Balanced Scorecard



Our Distinguished Panel of Speakers:

Aiznin Sairi bin Sulaiman ACIS
Head Group Legal Services
Land & General

Andal Krishnan, *Managing Director*
Comprehensive Enrichment Centre

Azlan Abdullah, *Director of Human Resource*
Benchmark Electronic

Billy Ch Teoh, CEO, **Austin Charles**

Daniel Liew, *Managing Director*
Direct Result Asia Pacific Consultancy

Ghazali Md Noor, *Principal Consultant*
OSR Consulting

Jeffrey Lai, *Managing Director*
Arthur D Little, SE Asia & Middle East

Jesse Davis, *Managing Director*
Secure-IP

JM Tan, *Consultant, Trainer and Speaker*

Karen Karn
Business Process Consultant & Trainer
Addworth Solutions

Kenny Ong
Vice President, Group Strategy & Development
CNI Holdings

Ravindran Prathasarathy, *CEO/Director*
People Plus Consultants
and *Director*
Silvermaze, Singapore

Shauna Li Roolvink, CEO, **BrandHub**

S. Venkateswaran, *Corporate Adviser*
R-Four Corporation

Tay Guan Mong
CEO & Principal Consultant
BAllianz

Terry Netto
Leadership, Management & Change
People Potential

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14 APRIL 2009

TUESDAY | DAY 1

8.00 REGISTRATION & MORNING COFFEE

9.00 **CHAIRPERSON'S OPENING REMARKS**
Andal Krishnan, Managing Director
Comprehensive Enrichment Centre

9.10 **KPIS MADE EASY - HOW TO THINK ABOUT PERFORMANCE INDICATORS IF YOUR DEPARTMENT OR ORGANISATION IS NOT READY FOR THE BALANCED SCORECARD**

- Mapping strategies against success factors to derive Critical Success Factors (CSFs)
- Testing CSFs against Balanced Scorecard perspectives
- From Performance Indicators (PIs) to Key Performance Indicators (KPIs)
- Mapping KPIs on a comprehensive one-page project management format

Terry Netto
Leadership, Management & Change
People Potential

10.00 MORNING REFRESHMENT

10.20 **THE IMPORTANCE OF HAVING LEADING & LAGGING INDICATORS IN BALANCED SCORECARD**

- Definition of lagging & leading indicators
- Relationship of lagging and leading indicators to Six Sigma
- Who has ownership on these indicators?
- Who has accountability to take action and to make sure that leading indicators drive the success of the end lagging indicators?
- Interactive dialogue and discussion on lagging and leading indicators with participants
- How can organisations align and cascade Key Performance Indices as an effective execution tool?

JM Tan
Consultant, Trainer and Speaker

11.10 **FINANCIAL AND OPERATION ISSUES OF BALANCED SCORECARD**

- Agreeing the measures and ownership for the scores in the BSC
- Immediate gains in implementing BSC using practical and cost-saving approach for measuring and tracking
- Operations issues encountered in implementation
- Revamping systems for tracking with our existing processes, products and customers

Karen Karn
Business Process Consultant & Trainer
Addworth Solution

12.00 LUNCH

BENEFITED WITH THE NEW TOOLS AND PRACTICES OF ADVA

1.20 **REINFORCING A CUSTOMER - CENTRED STRATEGIC FOCUS BY CASCADING A BALANCED SCORECARD**

- One of the strategic management tools
- To be more focus on the customer needs and create change
- Develop new ideas or solutions from the customers' needs
- Measure the needs from Balanced Scorecard

Aiznin Sairi bin Sulaiman ACIS
Head, Group Legal Services
Land & General

2.10 **A CRITICAL EXAMINATION AND ANALYSIS OF SUCCESSFUL AND FAILURE BALANCED SCORECARD IMPLEMENTATIONS**

- In-depth understanding of strategic management system and the Balanced Scorecard framework
- What went right?
- What went wrong?
- Case studies

Tay Guan Mong
CEO & Principal Consultant
Ballianz

3.00 AFTERNOON REFRESHMENT

3.20 **BALANCED SCORECARD: BRANDING AND STRATEGY**

- The role of branding in strategy development
- Measuring the value of the brand
- Creating a brand metrics scorecard
- Case studies and examples

Shauna Li Roolvink, CEO
BrandHub

4.10 **SUSTAINING THE BALANCED SCORECARDS: HOW, WHERE AND ON WHAT?**

- Use of readiness assessment tool to define the organisation's readiness for change
- Scorecard roll out, training and change management
- Examples of mature BSC systems in organisations; issues and how they were addressed
- Developing a change management plan, including communications
- Linking performance to rewards

Ghazali Md Noor
Principal Consultant
OSR Consulting

5.00 **END OF DAY ONE**

15 APRIL 2009

WEDNESDAY | DAY 2

8.30 REGISTRATION & MORNING COFFEE

9.00 **CHAIRPERSON'S OPENING REMARKS**

Daniel Liew, Managing Director
Direct Results Asia Pacific Consultancy

9.10 **USING RISK MANAGEMENT AND INFORMATION SECURITY PRACTICES IN THE BALANCED SCORECARD**

- Alignment and intersections of business and risk
- Key roles and responsibilities at different levels in the organisation
- Common measures of security and risk performance
- Frameworks and compliance as tools of measurement

Jesse Davis, Managing Director
Secure-IP

10.00 MORNING REFRESHMENT

10.20 **BALANCED SCORECARD FOR STRATEGIC PLANNING AND MEASUREMENT**

- How BSC can link and facilitate strategy planning
- Performance management measurement through Balanced Scorecard
- BSC as business intelligence to helps organisation build strategic direction and measure the progress of strategic execution

Kenny Ong, Vice President,
Group Strategy & Development
CNI Holdings

11.10 **BALANCED SCORECARD: STRATEGY AND ACTION**

- Defines what the management means by performance
- Measuring whether the organisation's goals has achieved by the management and translating mission and vision into a strategy

Billy Ch Teoh, CEO
Austin Charles

12.00 LUNCH

1.20 **BALANCED SCORECARD AND HR SCORECARD - ALIGNMENT OF BUSINESS WITH HUMAN RESOURCES**

Balanced Scorecard provides answers to four basic questions:

- How do customers see us? (Customer Perspective) What must we excel at? (Internal perspective) Can we continue to improve and create value? (Innovation and Learning perspective) How do we look to shareholders? (Financial Perspective)
- HR Scorecard provides answers to the alignment of people's goals with company's goal
- Why HR Scorecard?
- How Scorecard brings together the elements of a company's strategy and overall vision, mission and goals HR alignment with BSC, a case study

Ravindran Prathasarathy
CEO/Director
People Plus Consultants
and Director
Silvermaze, Singapore

2.10 SCORECARD: MAKING VISION AND STRATEGIES ACTIONABLE

- Management vision and BSC: How it's work
- Vision & strategy setting process
- Translating strategies into actionable initiatives
- Setting scorecard targets to guide implementation of strategies
- Importance of BSC for to guide implementation of strategies

Jeffrey Lai, *Managing Director*

Arthur D Little, *SE Asia & Middle East*

3.00 AFTERNOON REFRESHMENT

3.20 BALANCED SCORECARD'S POINT OF VIEW TO ORGANISATION'S SUCCESS

- How Balanced Scorecard helps in appearing the best to customers?
- Balanced Scorecard in financial success
- Internal business using Balanced Scorecard
- Balanced Scorecard as one of the tools in learning and growth

Azlan L Abdullah

Director Human Resources/OBTL
Benchmark Electronics

4.10 ACHIEVING BALANCED SCORECARD OBJECTIVES IN A RAPIDLY GLOBALISING CORPORATE ENVIRONMENT: ISSUES AND CHALLENGES

- Overview of globalisation
- Changing trends in employment: Attracting, retaining and developing talent
- Policy options for companies
- Suggestions for consideration

S. Venkateswaran

Corporate Adviser

R-Four Corporation

5.00 END OF CONFERENCE

"The Balanced Scorecard fills the void that exists in most management systems - the lack of a systematic process to implement and obtain feedback about strategy"

~ Robert Kaplan & David Norton © The Balanced Scorecard, 1996 ~

In this expanding and increasingly competitive marketplace, companies are going through unprecedented cycles of organisational change as a result of business consolidations and globalisation. Industry leading organisations need innovations in strategy development and execution to face the challenges of enterprise risk, change management, mergers, and acquisitions. Market leaders know that without the fundamentals of sound strategy development and execution, achieving a command position in the market is merely a wish. Hence while defining strategy is important, it is the execution that's key. To succeed, strategy must be tested and adapted in a continual process of feedback, learning, and innovation in organisations that are strategy-focused. In short, strategic alignment can be the most important differentiator between organisations that achieve breakthrough performance and those that attain only modest improvements from the Balanced Scorecard-based management system.

From Harvard Business Review (www.hbr.org), Robert S. Kaplan and David P. Norton wrote an article about the balanced scorecard relies on four processes to bind short-term activities to long-term objectives. The four processes are:

- ✓ **Translating the Vision.** By relying on measurement, the scorecard forces managers to come to agreement on the metrics they will use to operationalise their lofty vision.
- ✓ **Communicating and Linking.** When a scorecard is disseminated up and down on the organisation chart, strategy becomes a tool available to everyone. As the high level scorecards cascades down to individual business unit, overarching strategic objectives and measures are translated into objectives and measures appropriate to each particular group. Tying these targets to individual performance and compensation systems yield "personal scorecards." Thus, individual employees understands hoe their own productivity supports the overall strategy.
- ✓ **Business Planning.** Most companies have separate procedures for strategic planning and budgeting. The discipline of creating a balanced scorecard forces company to integrate the two functions, thereby ensuring that financial budget does indeed support strategic goals.
- ✓ **Feedback and Learning.** By supplying a mechanism for strategic feedback and review, the balanced scorecard helps an organization to foster a kind of learning often missing in companies; the ability to reflect on inferences and adjust theories about cause-and-effect relationships.

Far too often, Balanced Scorecard practitioners suffer from not being able to translate strategy throughout the organisation. This Conference specially designed by *Asia Business Forum* will utilise the **ADVANCED BALANCED SCORECARD** to successfully execute strategy at all levels of the organisation, from budget to human resources as well as aligning employees with organisational objectives.

Designed for practitioners and teams responsible for developing and implementing strategy, Advanced Balanced Scorecard will provide you and your team with lessons learned, techniques, and skills that you can immediately apply. Wherever you are in the strategy development/management process, this seminar will stimulate, educate, and accelerate hands-on learning and practitioner networking. Walk away with a step-by-step guide for getting started and getting results, along with the framework to measure performance.

The Balanced Scorecard (BSC) puts strategy at the centre of the management process, and through it thousands of organisations have achieved breakthrough performance results. Is yours one of them?

DO NOT MISS OUT THE OPPORTUNITY TO ATTEND THIS CUTTING-EDGE EVENT! REGISTER NOW!

Call us at (603) 2070 3299 or fax your registration to (603) 2070 3369 or email to puvanes@abf-asia.com to reserve your place today

Who Should Attend:

- CEOs, CIOs, CFOs, COOs, Presidents, Senior Vice Presidents, Vice Presidents of Strategy Management
- Executives, Leadership Teams, Business Leaders, Strategy Managers and Planners, Business Strategies and Analysts
- Finance Professionals, Project Managers, Internal Auditors, IT Managers and Planners

Key Benefits of Attending:

Attend this cutting-edge event and gain practical insights into:

- ✓ **USE** risk management and information security practices in the Balanced Scorecard
- ✓ **ACHIEVE** Balanced Scorecard objectives in changes environment
- ✓ **SUSTAIN** the Balanced Scorecards
- ✓ **ALIGN** between Balanced Scorecard and HR Scorecard
- ✓ **IDENTIFY** the financial and operation issues of Balanced Scorecard
- ✓ **EXAMINE** and analyse the successful and failure Balanced Scorecard implementations
- ✓ **LEARN** on how to make vision and strategies actionable
- ✓ **BRANDING** and strategy your organisation through Balanced Scorecard
- ✓ **UPDATE** on customer - centred strategic focus by cascading a Balanced Scorecard
- ✓ **IDENTIFY** on how KPIs can work together with Balanced Scorecard and influence on performance indicators
- ✓ **UNDERSTAND** Balanced Scorecard's point of view to organisation's success

