

A photograph of two men in business attire shaking hands, standing over a large, glowing world map. The scene is set against a dark blue background with a subtle grid pattern.

REGIONAL WORKSHOP ON

STRATEGY MAPS

Linking Strategic Objectives to Operational Initiatives

19 - 20 August 2004

Grand Hyatt Singapore

Workshop Leader

Nigel Penny,

Managing Director, ClaritasAsia Pte Ltd

- Has developed more than 60 Strategy Maps worldwide
- Formerly worked with founders of Balance Scorecard, Robert Kaplan and David Norton, for over 6 years
- Has received almost perfect rating in his recent workshops

Strategy Mapping is the building block to solve today's business challenges and the following problems:

- "We are unable to define our strategic direction ..."
- "We are unable to align our organization structure with our strategy..."
- "We are still searching for a better method of translating strategy into real actions ..."
- "We seem to have one strategic plan but many different implementations of it ..."
- "Our staff and company are moving into different directions"

**START WITH A STRATEGY MAP AND
YOU WILL NEVER GO WRONG WITH
YOUR BALANCED SCORECARD**

"In essence, a corporate scorecard is a sophisticated business model that helps a company understand what's really driving its success."

- JOEL KURTZMAN, FORBES

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WHY YOU SHOULD ATTEND

"What gets measured gets done." It's a business axiom you've heard a thousand times. Unfortunately, the things most companies measure (short-term financial performance and local productivity) don't determine long-term success in a competitive marketplace.

Strategy maps is a new and unique seminar. Designed for senior executives involved in strategic planning activities, its focuses on a technique to build clarity and purpose into corporate strategic planning.

The strategy map technique was originally introduced as part of the Balanced Scorecard concept by *Professor Robert Kaplan* and *Dr. David Norton*. Kaplan and Norton have received worldwide acclaim for their approaches to performance management and strategy implementation and their first two books, **Balanced Scorecard** and **The Strategy Focused Organization** have become worldwide best sellers.

Based on experiences gained from implementing balanced scorecard over the years, the true value of the strategy map component has gradually become clear. This element of balanced scorecard has proven a vital component of strategic planning and has given increasingly clarity and direction for organizations.

Norton and Kaplan have recognized the power of this technique, and their new book, *Strategy Maps* focuses exclusively on this area. The value of this approach to strategic planning is that it can stand alone from balanced scorecard or be used as an integral part of the full balanced scorecard implementation.

In this interactive workshop, Nigel Penny will share his experience of building strategy maps in over 60 separate organizations worldwide. The workshop is a mixture of education, case study experience and practical exercises. During these two days, Nigel will take you through the process of building a strategy map, allowing you to start constructing one for your own organization.

Strategy Maps represent a breakthrough in the ways operational performance and strategic progress are stimulated and managed. Learn from the expert. Put it to work for your organization. Strategy maps will undoubtedly become the 'hot topic' for organizations over the next two years. **Act now! Enroll yourself and a team of key leaders today and be there first!!!!**

"Not only will Nigel provide the strategy map for your organization, he will show you a compass to take you to the right direction!"

WHAT YOU WILL LEARN AT THIS WORKSHOP

- Analyze strategic opportunities;
- Use your maps and scorecard to manage strategy;
- Evaluate your company's strategic position and opportunities;
- Build a Strategy Map that clarifies how and why your seemingly disparate initiatives and resources can be leveraged to deliver "big picture" results;
- Deploy strategy by executing performance improvement initiatives that are linked to the corporate vision and objectives.

WHO SHOULD ATTEND

CEOs, CFOs, Financial Controllers, Senior Managers, Managers, Heads of the following departments:

- Human Resources • Organizational Planning and Development
- Finance • Strategic Planning

Also relevant for:

- Executives, Managers or Directors accountable for both operational performance and achieving strategic objectives;
- Coordinators of a project-based improvement programme such as TQM;
- Leaders who manage their organization's performance appraisal / management system;
- Members of a strategic planning task force.

WHAT CLIENTS SAY ABOUT NIGEL'S WORKSHOPS

"Good inputs, good experience. I enjoyed myself"
- HR MANAGER, ONGC, INDIA

"Practical hands on exercises!"
- HR MANAGER, ICICI PRUDENTIAL

"A very useful programme and excellent delivery"
- DEPUTY GENERAL MANAGER, BHEL

"Contents and presentations were excellent"
- DEPUTY GENERAL MANAGER, NTPC

"Excellent programme, I had a lot of ideas about HR Scorecard"
- HEAD OF HR, RELIANCE INDUSTRIES

"Nigel is clear in his presentation. The handouts were also very informative. Group exercises helped us to understand the topic"
- HEAD, RESOURCE PLANNING, NATIONAL COMMUNITY LEADERSHIP INSTITUTE, SINGAPORE

"Practical way of mapping out strategy maps and objectives."
- EXECUTIVE CORPORATE ADMIN OFFICER, HOUSING & DEVELOPMENT BOARD

"Simple and easy to understand."
- GENERAL MANAGER, HAVI FOOD SERVICES

Day One

8.30 Registration and Morning Coffee

9.00 Business Strategy in Volatile Times

- The role of business strategy and its increasing relevance
- Strategy creation vs. implementation - identifying the real problem
- Typical problems with strategic planning processes

**Exercise 1:****Rate your Strategic Planning Process**

An interactive exercise to help you understand how well your organization undertakes strategic planning.

A View of the 'Strategy Focused Organization'

Understanding the Norton / Kaplan model for a successful organization.

10.30 Morning Refreshments

10.50 The Balanced Scorecard and its Contribution to Strategy

- Why performance measurement is an integral part of strategy reporting
- Understanding how to integrate resource allocation - a new approach to budget management
- The new world – balance scorecard to support strategy creation

11:30 Introducing the Concept of Strategy Maps

- What is a strategy map?

Case Study 1:**Financial Services, Telco, Manufacturing**

Real examples from key industries.

**Case Study 2:
Public Sector**

Illustrating the fundamental difference of the public sector strategy map.

12.30 Networking Luncheon

**2.00 Building a Strategy Map - The Financial Perspective
Understanding The Drivers Of Financial Performance**

- Developing revenue growth strategies
- Understanding asset utilization strategies
- Determining cost and productivity strategies
- Achieving strategic balance in the financial perspective balance

Exercise 2:**Build the Financial Perspective for your Company**

3.30 Afternoon Refreshments

**3.50 Building a Strategy Map -
The Customer Perspective**

- What is a customer value proposition?
- Three types of customer strategies
 - Lead in relationship
 - Lead in product
 - Lead in cost
- Hybrid strategies

Exercise 3:**Build the Customer Perspective for Your Organization**

5.15 End of Day One

Day Two

9.00 Review of Day One

How well do we understand our own organization's strategy? - An interactive quiz

9.15 Building a Strategy Map - The Internal Perspective

- The concept of 'themes'
- How do I identify a theme?
- Impact of themes in communicating our strategy

Exercise 4:

Build the Internal Perspective for your Organization

10.30 Morning Refreshments

10.50 Building a Strategy Map - The Learning and Growth Perspective

- People, culture, infrastructure

Exercise 5:

Build the Learning and Growth Perspective for your Organization

12.30 Networking Luncheon

2.00 After the Strategy Map - What's Next?

- Establishing a measurement framework
- How do I set targets?
- The link to resource allocation and budgeting

2.45 Strategy Maps and Support Functions

- Do I need one for my finance, HR, IT etc?
- What would it look like?

Case Study 3:

The HR Example

3.30 Afternoon Refreshments

3.50 Designing the Strategic Planning Process

- The key phases of strategic planning within a strategy map
- Techniques for managing your organization's strategic planning offsite
- Understanding how to evaluate strategic risk

4.40 Workshop Finale - Let's Talk!

5.15 End of Workshop

REGISTRATION FORM

STRATEGY MAPS

19 - 20 August 2004, Grand Hyatt Singapore

Registration fee

S\$1,495 nett per person

To register:

Contact Partners Conference & Event Management Pte Ltd

Tel: 65-6786 7363

Fax: 65-6786 3282

Email: enquiries@partners-conference.com

(Team discount is available for a team of 3 or more delegates.)

YES! Please register me / us:

Name of Delegates

Designation

Email

1. _____
 2. _____
 3. _____

Approving Manager

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