



STRATEGY & INNOVATION SERIES  
- A programme for corporate and business leaders

Organised by  
**PARTNERS**  
Conference and Event Management  
Pte Ltd (Reg. No. 200210370R)



# BREAKTHROUGH STRATEGIES 2006

A Blueprint for Developing and Executing Robust Strategies in a Changing and Uncertain World.

Workshop Leader:

## Nigel Penny

- A business strategist and international consultant
- Has over 25 years' experience in implementing and assessing corporate strategies worldwide
- Has previously worked with leading gurus – Prof Bob Kaplan and David Norton for more than 6 years
- His clientele includes leading local companies and MNCs in the Asia Pacific region

27 – 28 Feb 2006

Grand Copthorne Waterfront,  
Singapore



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## Why This Programme

We live in uncertain times.

**Bird flu, SARS and other medical disasters ... Terrorist activities worldwide ... Escalating oil prices ... Natural catastrophes ... Corporate scandals and bankruptcies ... Increasing global competition ... Broadband and wireless technology...** - The rate of change globally, coupled with the increasing complexity of the business environment has potentially outstripped many organisation's ability to respond by using existing management approaches.

Those organisations that have not learnt how to navigate in uncertain times and strategise for the future will face business adversities that will have a huge impact on the organisation performance and corporate profitability.

The important question to ask yourself **"Is your corporate strategy resilient enough to withstand the winds of change in our highly volatile business environment?"**

If your answer is not a resounding 'Yes', then it is time to rethink and revisit your approach to developing and implementing corporate strategies.

## Benefits of Attending

This timely workshop has been specially designed to show you how you can:

- **Evaluate** your existing corporate strategies and fine-tune them;
- **Analyse** your strategic position and opportunities;
- **Innovate** your organisation and tap into new market space;
- **Identify** and manage risks in an ever-changing business landscape;
- **Establish** performance management systems for your team and individuals;
- **Utilise** effective techniques for performance visualisation;
- **Deploy** the new evolving concept of 'Office of Strategic Management' (OSM) and Corporate Performance Management (CPM)

## Programme Schedule

Registration : 08:30 – 09:00 hours

Workshop : 09:00 – 17:00 hours

Luncheon, morning and afternoon tea-breaks will be provided for during the workshop.

## What Makes This Programme Unique

This intensive two-day programme provides a complete end-to-end insight for all those interested in the performance management of organisations. With a good mix of examples and case studies taken from world-class organisations, and hands-on practical workshop exercises, Nigel will take you through the entire process from strategy implementation to strategy execution. The programme will introduce you to some of the latest thinking in innovation in strategy formulation. The programme will revisit tried and tested techniques used by the world's leading companies to ensure effective implementation of strategy, and present them in a new light. The programme will cover increasingly important areas such as risk management. The programme will also examine the difficult relationship between organisational performance management and the setting of individual performance goals and targets.

Throughout the workshop, Nigel will supplement learning with insightful case studies and hands-on practical exercises. Nigel will also draw reference material from winning organisations to show their individual developments and experiences. More importantly, you will have the opportunity to network, discuss and share your own in-house experiences with the other delegates and thereby creating a learning environment that is effective, impactful and stimulating.

## Who Should Attend

The workshop is aimed at both private and public sector organisations. It will be particularly useful and practical for **Vice-Presidents, Directors, Managers, Heads of Department, Executives** of:

Corporate and Strategic Planning © Strategy © Human Resource © Change © Learning and Innovation © Organisational Development © Marketing © Performance Management © Operational Finance ©

It is highly recommended that more than one person from the same company attend this workshop so that practical elements can be worked on with a colleague(s). It has been proven that an organisation gains immeasurable extra value from this workshop when two or more officers sign up together. To encourage team participation, group discounts of 10% are available when you register at least 3 officers.

# Workshop Outline

## Session 1:

### Understanding Strategy and the Strategy Development Process

Most organisations adopt some form of annual strategic or business planning process. But how effective is the process in really achieving growth and change within the organisation? Nigel will take you back to the basics of strategy formulation, setting out a clear process for development of strategy. He will address the issues of vision and mission statements and show how leading companies use these to focus the organisation and motivate employees.

- Definition of strategy
- Understanding the concept of strategic choice
- Strategy -- chance or control?
- The evolution of different strategy models
- 5 steps to strategic management
- The concept of double loop learning
- Vision and mission in context
- Using strategy waves to understand strategy evolution over time

## Session 2:

### Innovation in Strategy

Does your strategic planning process really uncover new opportunities for your organisation? Or is the process, in truth, little more than budgeting for the next 12 months? Truly innovative organisations achieve strategy by creating new market space - they do not merely compete in a crowded world where competition must of necessity force down margins. In this session, you will find out about the newly evolving approach of 'value innovation' developed by Professors Chan Kim and Mauborgne (Authors of "Blue Ocean Strategy"). You will learn the six key pathways to value innovate during the formation of your strategic plan.

- The concept of blue and red oceans
- Developing value curves
- The six pathways to innovation
  - Borrowing from other industries
  - Considering strategic groups
  - Finding new buyers
  - Uncovering complimentary offerings
  - Understanding emotional and functional appeal
  - Looking for time trends
- Learning how to reduce and eliminate in the development of strategy

## Session 3:

### The Balanced Scorecard

Once you develop your strategy, you then need to be able to implement it effectively. The balanced scorecard is one of the foremost tools in this area. However, although many organisations in this region claim to be using balanced scorecard, Nigel will share with you why most organisations fail to understand the real benefits that should be achieved and are only reaping modest returns for their investment in this approach. He will set out a checklist to enable you to gain maximum benefit from the balanced scorecard process.

- Understanding what the balanced scorecard should do for you
- Developing effective strategy maps
- Understanding key performance indicators
- Balanced scorecard and resource management - Prioritising your key initiatives
- Balanced scorecard as a management process within the organisation

## Session 4:

### Risk Management

Leading organisations increasingly understand the need to quantify and manage risk. Risk occurs throughout any business enterprise, and occurs at varying levels. Risks cover the whole spectrum from political and economic change, through to operational day-to-day risks, governance, and, increasingly, environmental considerations. The ineffective management of risk can lead an organisation to disaster. Effective strategies can disintegrate overnight where risk has not been considered in the planning process. In this session, Nigel will show you the different categories of risk as well as understanding the business process for managing risk.

- Understanding the different categories of risk
- Categorising likelihood and severity of differing risks
- Understanding risk mitigating strategies
- Establishing an effective risk management process within your organisation

## Session 5:

### Setting Performance Goals for Teams and Individuals

Successful organisations have highly motivated workforces. Strategies can only be implemented if there is the true desire by the workforce to drive for an organisational result. But increasingly, organisations are finding that their performance management systems for individuals, far from encouraging improvement in performance, actually can be divisive and work against the organisation in its achievement of strategic goals. In this session, you will examine the linkage between organisational performance management and personal performance management systems. You will also look at the issues that you need to address in developing your people appraisal process, and identify components other than achievement of business result for developing effective workforces for the future.

- The link between organisational performance management and people performance management
- The role of the balanced scorecard
- Beyond organisational results - Competencies and values
- The use of variable pay and bonuses to motivate workforces
- The annual performance appraisal - A motivating tool or a cynical exercise in reward setting

## Session 6:

### Performance Reporting and the Ongoing Management System

An area of concern in Nigel's work over the last 25 years has been the level of effort which is typically expended around the planning and performance measurement processes, compared to the minuscule effort which is usually expended in developing an effective management process and reporting feedback system. In this session, Nigel will look at some of the leading techniques such as performance visualisation, and will look at evolving thinking in management process such as the office of strategic management ('OSM'), and the evolving concept of corporate performance management ('CPM').

- The difference between management insight and management reporting
- Techniques of performance visualisation
- The monthly and quarterly reporting process
- Structuring management governance
- An office of strategic management - What should it do?
- Corporate performance management - A new idea, or a consolidation of existing thinking.

## Your Workshop Leader

Nigel Penny, is an international consultant with over 25 years consulting experience. He has worked for some of the largest organisations worldwide in Europe, America, Asia and Australia. He has resided in Singapore for 8 years, and his recent clients include some of the leading companies in this part of the world, such as

- The Tata Group and Godrej - India
- Johnson Electric - Hong Kong
- Malaysia Airlines and Bank Pembangunan - Malaysia
- Fuji Xerox - Singapore.

Nigel has worked with some of the leading gurus in the field of performance management, particularly Professor Bob Kaplan from Harvard Business School and Dr. David Norton. He is an ex-partner at KPMG in Australia, and previously worked in the dynamic area of performance visualisation with leading UK consulting group Metapraxix.



Nigel also offers tailor-made training programmes for organisations. For enquiries on in-house training or consultancy sessions, please contact us at 65-6288 1273 or email us at [enquiries@partners-conference.com](mailto:enquiries@partners-conference.com)

## What do Delegates 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

"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

"Simple and easy to understand."  
- General Manager, Havi Food Services

# Registration Form

To register, please contact **Partners Conference & Event Management Pte Ltd** (Reg. No. 200210370R)  
Tel: 65-6288 1273 Fax: 65-6288 1293 Email: [enquiries@partners-conference.com](mailto:enquiries@partners-conference.com) [www.partners-conference.com](http://www.partners-conference.com)

### Breakthrough Strategies 2006, 27 - 28 Feb 2006, Singapore

Standard Registration Fees (Nett per person)	S\$1,795
Register by 31 Dec 2005	S\$1,495 (save \$300)
Register by 31 Jan 2006	S\$1,695 (save \$100)



Enjoy group discounts off early bird fees when you register 3 or more people from each organisation.

### YES! Please register me / us:

Name of Delegates	Designation	Email
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

### Approving Manager

Name: \_\_\_\_\_ Designation: \_\_\_\_\_  
Email: \_\_\_\_\_ Organisation: \_\_\_\_\_  
Address: \_\_\_\_\_  
Postal Code: \_\_\_\_\_ Country: \_\_\_\_\_ Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

### Methods of Payment

#### Bank Transfer

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Account Number : 501-584692-001 (Bank Code: 7339)  
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Branch : OCBC Centre

#### Cheque

Please make your crossed cheque payable to  
**Partners Conference & Event Management Pte Ltd.**  
Kindly mail your cheque and registration form to:  
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32 Maxwell Road #03-07, White House, Singapore 069511

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