

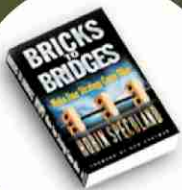
*"Only 1 out of 10 implementations succeeds.
What does it take to be the 1 in 10?"*

Effective Strategy Creation and Execution

From Start to Finish•

27 – 28 Nov 2007,
Crowne Plaza Mutiara,
Kuala Lumpur, Malaysia

- An exciting, engaging and stimulating two-day seminar on identifying your strategy and executing it successfully
- A unique style of presentation engaging the audience and combining two of businesses toughest challenges
- Packed with examples, case studies, stories and tools
- Presented by two world-class facilitators, consultants and experts in their fields
 - **Robin Speculand**, CEO of Bridges Business Consultancy Int Pte Ltd
- specialist in implementing strategy
 - **Nigel Penny**, Managing Director of ClaritasAsia Pte Ltd
- specialist in crafting strategy



FREE

All participants will receive a copy of "Bricks to Bridges: Make Your Strategy Come Alive" authored Robin Speculand

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Why This Seminar



Today's competitive edge requires moving from the tough challenge of creating a strategy to the just as tough challenge of implementing it.

Neither of these tasks is easy. Identifying the right strategy for your business is a critical development in your organization. It pulls in your best thinkers, involve considerable hard work and consume the leadership for many months. Theories and assumptions need to be tested and research conducted. And finally the Board must sign off.

After crafting the strategy the next step is to implement it. Simple? NO!

Research in SE Asia and the rest of the world shows that most organizations fail to implement their strategy successfully.

"Only 1 out of 10 implementations succeeds. What does it take to be the 1 in 10?"

This engaging, stimulating and practical seminar, packed with insightful case studies, real life examples will help you answer questions on:

- How do you create new value proposition and develop strategy that will make your competition irrelevant?
- What are the key strategy techniques when crafting a strategy that works in today's business environment?
- How do you ride on the 'strategy waves' to chart your organisation's growth and future?
- What are the mistakes every organization makes in implementing strategy and how you can avoid them?
- What is the implementation framework you can adopt to ensure success of your strategy?
- How do you create strategy actions that will engage and empower your people?
- What are the eight critical elements of a successful implementation?

By attending this seminar, you will take away proven and winning techniques, practical tips and effective tools that you can use and save you the costly mistakes that most organizations make when crafting and implementing strategy. How much is that worth? ~ Priceless ~

Who Should Attend

C-Level, Board Members and CEOs

It is highly recommended that more than one person from the same company attend this seminar so that practical elements can be worked on with a colleague(s). It has been proven that an organization gains immeasurable extra value from this seminar when two or more officers sign up together. To encourage team participation, we have attractive group packages – please see details at back page.

Key Topics Covered Over the Two Days

Part One – Crafting the Strategy

- The strategic choices – why making a choice is key.
- How to use strategy waves for better strategy development – a chemical company case study.
- Linking resources to the strategy plan through strategy waves.
- Which strategy development techniques should be used and where.
- How to organize the strategy process with clearly defined responsibilities.
- Blue Ocean Strategy and the world of new market space.

Part Two – Implementing Strategy

- Solve this riddle and you will understand this part: Five birds sit on a fence; three decide to leave. How many birds are left on the fence?
- Determine why change management has not worked for 40 years and how you can avoid the pitfalls that occur today.
- Learn a new, more effective archetype of implementation that works by providing a roadmap.
- The Implementation Compass™ – a unique guide for implementing strategy that can also be used for implementing initiatives and ideas.
- Best Practice Case Studies – both local and international examples of what works.
- Dynamics of Change – how to manage the different ways people react to change.
- Organizational Life Cycle – an explanation of why organizations must keep changing.
- Best-in-the-World Organization – an understanding of how effective implementation can make you number one.
- Tips on what works and what to avoid.

Session 1 Crafting Strategy

Do you truly craft strategy in your organization, or does the momentum of your current business carry you inexorably towards some future end point – not of your making?

Most organizations pride themselves on their process for strategy development. When pressed, CEOs will tell you that they have a well-developed process that builds a highly credible strategic plan. Behind the rhetoric, however, is often an inadequate strategy process that is little more than setting a budget!

Firstly, it is critical to recognize that strategy is not necessarily about right and wrong – it's actually about making choices. Certainly there are bad strategic choices that can be made, but there is seldom just one correct strategy that can be followed.

The challenge in crafting strategy is that it does require some choices to be made. Many management teams are uncomfortable at having to make such choices, preferring instead to allow a large number of often competing options to be kept in play using the excuse that 'we don't want to miss future opportunities by being too prescriptive.'

In the opening part of this seminar, we will look at how to craft effective strategies. We will examine the end-to-end process of strategy development and implementation and highlight the

various techniques that can be used at each stage to make your strategic choices. We will also examine whether traditional approaches based around competitive strategy are outmoded and will introduce the concept of Blue Ocean Strategy focusing on creating new market space rather than just competing for existing markets.

Key Learning Points

This session will also highlight:

1. **The end-to-end process of strategy development** – how to understand the different stages in creating strategy and assign key roles and responsibilities.
2. **Key strategy techniques and when to use each one** - Porter's 5 Forces, Parenting, Core Competencies, etc.
3. **Understanding the phases of strategic growth through developing 'strategy waves'** – a new approach to planning for the future.
4. **How simple spreadsheet techniques can add clarity to where growth will come from** – a technique that caused one major chemical company to restructure its core strategic thinking and triple in size over a two-year period.
5. **Why historical approaches to 'beating the competition' may be outmoded in today's strategy thinking** – using value innovation curves to define a new value proposition that makes the competition irrelevant.

Session 2 Implementing Strategy

The challenge for leaders is to translate the long-term perspective into day-to-day actions that will deliver the desired outcomes.

Although successful implementation is not complex, it does require both structure and discipline - fueled by a commitment to stay the course and drive the new strategy into every part of the organization.

It's just like healthy living. We know that a healthy lifestyle is good for us, yet most people do not exercise regularly and fail to eat the right food.

Despite all the books, courses and consultants on the topic, most strategy implementations fail. There is a flaw in our current approach.

What we need is a framework that guides the organization to take the right actions. One of the largest contributing factors to the high number of failed implementations is that when leaders return to their offices after creating their challenge, they are commonly left on their own to work out how to implement it. They must figure out how to inform the people in their division of the imminent changes; explain what needs to change and why; review the way the team is working and the current rewards and recognition to ensure it supports the new strategy; motivate their people; assess the current measures being used and report back to their peers. It is a multitude of activities that creates a maze that many leaders become lost in. What they need is a compass to guide them through this implementation maze.

In the second part of the seminar, we will introduce the **Implementation Compass™** - a tool that provides you with the structure for your strategy to make it come alive. Instead of wandering aimlessly through the implementation maze it allows you to assess your implementation readiness and identify the key areas to tackle.

The **Implementation Compass™** is a tool you can use today in your business.

Key Learning Points

This session will highlight:

1. **Build around the culture of the organization** – it must fit in to the "way you do things". Every organization's culture is unique and so must their strategy implementation in order to succeed.
2. **How most leaders underestimate the implementation challenge** – once they have created the strategy, they believe the hardest part is over. No ~ Implementation is twice as hard as crafting the right strategy.
3. **Create within the company so that it is owned by the people** – it is the staff members who implement strategy not the leaders. The implementation must be owned by the people implementing it.
4. **Recognize that it will mean more work.** – despite all the promises of a new strategy, what it really means to the people who implement it is, more work. This has to be recognized, not disguised.
5. **Unique to your strategy** – although you can copy best practices from others, at the end of the day, your implementation actions must be your own.
6. **Break the mold of previous failures** – nine out of 10 strategies fail. Past experience just doesn't work. To successfully implement our strategy provide leaders with the same amount of support for implementation that we provide for crafting strategy and specifically a structure or framework they can easily use.



Your Seminar Leaders



**Robin
Speculand**

Robin Speculand is the CEO of Bridges Business Consultancy Int. which specializes in making strategy come alive. Robin is a specialist in implementing strategy as well as a masterful event facilitator, an engaging keynote speaker and author of *"Bricks to Bridges – Making Your Strategy Come Alive"* and *"Turning it On - Sure-Fire Business Stories to Ignite, Excite and Entertain"*.

Before founding Bridges, he was Asia Pacific Regional Vice-President for Citigroup. He has lived and worked in the UK, US and Australia, and has operated in Asia since 1989. He holds an MBA from the National University of Singapore. Robin is also the founder and president of Business Roundtable for Innovation Management, a Singapore-based management think tank. Robin has worked with management teams from New Zealand to New York, Latin America to the UK and Africa to China. He has been featured on Singapore radio, local and regional business magazines and the Singapore Straits Times. His clients include Singapore Airlines, Citibank, Reuters, Standard Chartered Bank, Schneider Electric, Temasek Holdings, Compaq, Philips, Tyco, National University of Singapore, OCBC Bank, Fullerton Hotel and AXA Insurance.



**Nigel
Penny**

Nigel Penny is Founder and Managing Director of ClaritasAsia Pte Ltd and Claritas Australia Pty Ltd. Nigel has over 25 years international experience implementing strategy and performance management solutions. Between 1996 and 2002, he worked closely with David Norton and Bob Kaplan, the co-founders of the Balanced Scorecard approach, and was Vice President of the Asia practice of Balanced Scorecard Collaborative.

Nigel was previously partner in charge of KPMG's performance management practice in Australia, and a member of their team developing global methodologies for Balanced Scorecard. Nigel has developed strategy and performance measurement approaches in food, manufacturing, financial services and retail industries and has worked in UK, USA, Europe and Asia. He has also worked extensively on public sector strategy issues and was one of a small advisory panel on organizational performance to the Permanent Secretary of the Ministry of Defence in Singapore. His extensive client list includes Johnson Electric (HK), Fujitsu (Japan), Tata Commercial Vehicles (India), CIMB (Malaysia), Telekom Malaysia and the Ministry of National Development in Singapore. Nigel has a degree in mechanical engineering from Imperial College, London. He is a frequent conference speaker, as well as a consultant.

For registration / enquiries, please contact:
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1 person
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