

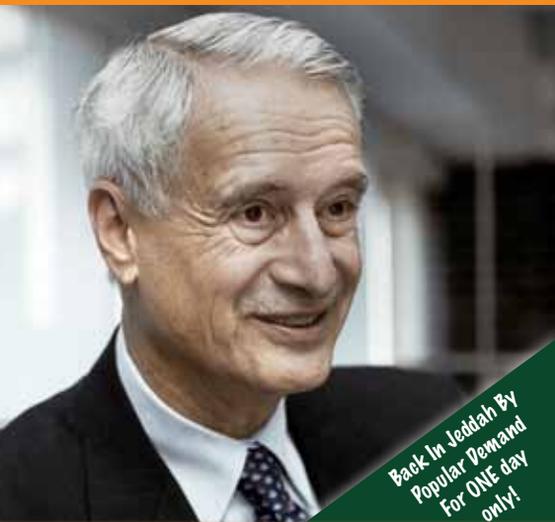


# DR KAPLAN MASTERCLASS JEDDAH

3 December 2011 • Park Hyatt Hotel, Jeddah, KSA

## Leveraging The Balanced Scorecard For Performance Excellence

### Dr Robert Kaplan LIVE and IN PERSON



Back In Jeddah By  
Popular Demand  
For ONE day  
only!

#### What People Say About The Famous Masterclass

*Very valuable event for executives*

Rida Kaj, Sunbulah Group, KSA

*Hearing it from the masters  
is a unique experience*

Rajeev Thomas, Qatar Foundation, Qatar

*An excellent programme, the  
understanding of which will give any  
organisation a competitive edge*

Dahiru Muhammad Ardo, Central Bank of Nigeria, Nigeria

*Wonderful Masterclass which  
can change an organisation's fate*

Prakash Loganath, Reliance Industries, India

#### Essential Strategy Execution Updates and NEW Insights for 2011

- **NEW award winning case study** – hear how **Volkswagen Do Brasil's** CEO led the implementation of the Balanced Scorecard across a 22,000 employee business!
- Learn how to respond and react to a dynamic business environment and **lead your business through strategic change**
- **IN DEPTH:** Go beyond the headlines and dig deep into **setting the right KPIs** for your organisation
- Maximise the synergies between popular **quality improvement approaches** (e.g. Lean, Six Sigma) and the Balanced Scorecard
- **PLUS** pose your burning strategy execution questions direct to Dr Kaplan in an **open Q&A** session

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THE WISSE EDGE

[www.iirme.com/bscsaudi](http://www.iirme.com/bscsaudi)

Dear Executive,

As part of the Balanced Scorecard Forum Saudi Arabia 2011, this year sees the exciting launch of the Balanced Scorecard Roadshow and brings Dr Robert Kaplan to Jeddah for his famous **Masterclass** on Saturday, 3 December 2011.

We understand that, as a senior executive, you might not be able to take a few days out of your busy schedule to attend the full Forum in Riyadh – that's why we are bringing a special selection of up-to-the-minute sessions and insights right to your doorstep.

Designed with the Jeddah business community in mind – and set to appeal to leaders of public and private organisations alike – this Jeddah Masterclass builds on Dr Kaplan's first visit to Jeddah in 2009 to:

- Go beyond the basics to explore the **role of the CEO** in leading strategy execution initiatives
- Share crucial learnings from a comprehensive **new Hall of Fame case study** – Volkswagen Do Brasil
- Take you down into the essential detail of setting the **right KPIs** for your organisation
- Demonstrate how the Balanced Scorecard can work with common **performance excellence approaches** for maximum synergy

We hope that this new flexible approach allows you to get your essential Balanced Scorecard and strategy execution updates in a way that suits you. Attend only the Jeddah Masterclass or get the exclusive Jeddah experience then hop on a plane to Riyadh to meet Dr David Norton (the other iconic inventor of the Balanced Scorecard!) and hear from your peers from KSA, the GCC and beyond for an intensive week of learnings, updates and networking. It's your choice!

I look forward to meeting you in Jeddah in December.

Kind regards

Vanessa Heywood  
Conference Director

Balanced Scorecard Forum Saudi Arabia 2011

### It's All About The Team

There's no denying that a successful Balanced Scorecard implementation is a team effort. Bring **your team** along to the Jeddah Masterclass and benefit from generous group discounts. Contact Charlie Bark-Jones on +971 (0)4 407 2608 or by email on [charlie.barkjones@iirme.com](mailto:charlie.barkjones@iirme.com).

## About Dr Robert Kaplan

**One of the most valuable speakers on business strategy and leadership today**

Few people have contributed as significantly to the art, and especially the science, of business strategy as Dr Robert Kaplan. His **Balanced Scorecard** is the premier tool for aligning a company's current actions with its strategic goals. This **performance management** system helps business leaders clarify their corporate vision and align people, business units, and resources with a unified strategy.

In his research and writing, speaking and consulting, Dr Kaplan develops ways to link cost and performance management systems to **strategy implementation** and **operational excellence**.

The BSC approach is also being successfully applied by governments and nonprofits throughout the world to improve transparency, governance and measurable social outcomes. Dr Kaplan and coauthor Dr David Norton have written **five landmark books** on The Balanced Scorecard, describing how it works and outlining best practices for its implementation. Together, these books have transformed the business strategy landscape and made Dr Kaplan one of the most valuable speakers in the fields of business strategy and leadership.

Dr Robert Kaplan is Baker Foundation Professor at **Harvard Business School** and a former Dean of the Graduate School of Industrial Administration, Carnegie-Mellon University.



**Executive Lunch**

Dr Kaplan will be hosting an exclusive lunch for a select group of Jeddah's senior executives. Open only to CEOs and senior leadership representatives of corporates or public sector organisations, this is a unique opportunity to discuss strategy and performance challenges and perspectives freely with Dr Kaplan and your peers in a relaxed and private environment.

*Separately bookable – see registration page for terms and conditions*

# LIVE And IN PERSON with Dr Robert Kaplan

## *The Iconic Inventor of the Balanced Scorecard*

08:00 Registration And Morning Coffee

09:00 **The Strategy Execution System**

CASE STUDY

- Strategy execution: Top priority for senior executives
- The Kaplan-Norton six-stage strategy execution system
  1. Develop the strategy
  2. Translate the strategy into strategy map and Balanced Scorecard
  3. Align employees and organisational units
  4. Link strategy to local dashboards and operational improvement programs
  5. Conduct operational and strategy reviews
  6. Test and adapt the strategy
- All six stages illustrated with **Volkswagen Do Brasil**, a new comprehensive case study of Balanced Scorecard Hall of Fame company implementation

10:30 Networking And Refreshment Break

11:00 **In-Depth Session On Translating Strategic Objectives Into BSC Metrics**

KPIs

- Linking a strategy map to a Balanced Scorecard of Key Performance Indicators in the four BSC perspectives
- Selecting KPIs that measure and monitor strategic objectives
- Identifying and funding strategic initiatives for breakthrough performance; the role for StratEx

12:30 Networking Lunch And Prayer Break

14:00 **Leading Strategic Change In Dynamic Environments**

LEADERSHIP

- Applying the John Kotter model for Leading Successful Change through the Kaplan-Norton strategy execution system
- Establish a sense of urgency
  - Form a powerful guiding coalition for change
  - Create the vision for change and a strategy for achieving it
  - Communicate the vision and the strategy
  - Empower others to act on the vision and strategy
  - Produce and celebrate short-term wins
  - Sustain the effort; produce more change
  - Institutionalise the new culture

15:00 Refreshments And Prayer Break

15:30 **Integrating The Strategy Execution System With Continuous Improvement Activities And Risk Management**

QUALITY IMPROVEMENT AND RISK MANAGEMENT

- Linking strategic objectives to the organisation's lean, six sigma and quality improvement activities
- Deriving dashboards for continuous improvement that align with accomplishing the organisation's strategic objectives
- Managing risk
  - Identifying the principal risks to an enterprise's strategic objectives
  - Quantifying the likelihood and magnitude of strategic risks
  - Developing a key risk indicator (KRI) scorecard of leading indicators
  - Selecting and funding risk mitigation initiatives (RiskEx)
- Envisioning the risks from external, non-controllable events
  - Making "black swan" or unknown, unknown events (those "we don't know that we don't know") visible for risk mitigation
  - Role for scenario planning and war-gaming

16:30 **Kaplan Clinic**

Open forum for Q&A – your chance to pose all the questions you want to ask about the Balanced Scorecard direct to Dr Robert Kaplan!

17:00 Close Of Masterclass Day

### Sponsorship Opportunities

Sponsoring or exhibiting at the **Dr Kaplan Masterclass Jeddah** is a unique opportunity to align your brand with Dr Robert Kaplan and position your company as a leader in the implementation of Balanced Scorecard programmes in Jeddah, KSA.

As a management consultant with experience in implementing the Balanced Scorecard or a software vendor with performance management and business intelligence solutions, you are perfectly placed to serve our large delegate base.

Contact Charlie Bark-Jones for details on tailored sponsorship packages to meet your needs on +971 (0)4 407 2608 or [sponsorship@iirme.com](mailto:sponsorship@iirme.com)



# DR KAPLAN MASTERCLASS JEDDAH

3 December 2011 • Park Hyatt Hotel, Jeddah, KSA

## Leveraging The Balanced Scorecard For Performance Excellence

### FIVE WAYS TO REGISTER

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**CALL** Charlie Bark-Jones at  
+971 (0)4 407 2608

or email

[charlie.barkjones@irme.com](mailto:charlie.barkjones@irme.com)

Balanced Scorecard Forum Saudi Arabia 2011		Book Before 24 September 2011	Book Between 25 September and 26 October 2011	Book After 27 October 2011
<input type="checkbox"/> 1 Day	Jeddah Masterclass Only	US\$ 1,295 Save US\$ 400	US\$ 1,495 Save US\$ 200	US\$ 1,695
<input type="checkbox"/> 5 Days	Jeddah Masterclass + Riyadh Masterclass + Forum (Riyadh)	US\$ 4,685 Save US\$ 2,600	US\$ 5,035 Save US\$ 2,250	US\$ 5,185 Save US\$ 2,100
<input type="checkbox"/> 3 Days	Jeddah Masterclass +Riyadh Masterclass	US\$ 3,290 Save US\$ 1,300	US\$ 3,705 Save US\$ 885	US\$ 3,855 Save US\$ 735
<input type="checkbox"/> 3 Days	Jeddah Masterclass + Forum (Riyadh)	US\$ 2,890 Save US\$ 1,500	US\$ 3,505 Save US\$ 885	US\$ 3,655 Save US\$ 735
<input type="checkbox"/> Add-On*	Executive Lunch	US\$ 695 Save US\$ 200	US\$ 795 Save US\$ 100	US\$ 895

\*The Executive Lunch is separately bookable and can be added to any of the above Forum packages

**AK0336A**

#### Payments

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event. You can pay by company cheques or bankers draft in Dirhams or US\$. Please note that all US\$ cheques and drafts should be drawn on a New York bank and an extra amount of US\$ 6 per payment should be added to cover bank clearing charges. In any event payment must be received not later than 48 hours before the Event. Entry to the Event may be refused if payment in full is not received.

#### Cancellation

If you are unable to attend, a substitute delegate will be welcome in your place. Registrations cancelled more than 7 days before the Event are subject to a \$200 administration charge. Registration fees for registrations cancelled 7 days or less before the Event must be paid in full. Substitutions are welcome at any time.

Due to unforeseen circumstances, the programme may change and IIR reserves the right to alter the venue and/or speakers or topics.

#### Event Venue:

Park Hyatt Hotel, Jeddah, KSA  
Tel: 966-2-263-9666

#### Accommodation Details

We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the IIR Hospitality Desk for assistance on:  
Tel: +971-4-4072693 Fax: +971-4-4072517  
Email: [hospitality@irme.com](mailto:hospitality@irme.com)

#### DELEGATE DETAILS

Name: .....  
Job Title: ..... Email: .....  
Tel: ..... Fax: ..... Mobile: .....

Name: .....  
Job Title: ..... Email: .....  
Tel: ..... Fax: ..... Mobile: .....

#### COMPANY DETAILS

Company: .....  
Address: .....  
Postcode: ..... Country: .....  
Tel: ..... Fax: .....  
No. of employees on your site:  
1000+  500-999  250-499  50-249  0-49   
Nature of your company's business: .....  
 YES, I would like to receive information about future events & services via e-mail

#### Credit card payment

If you would like to pay by credit card, please tick here and a member of our team will contact you to take the details

All registrations are subject to our terms and conditions which are available at [www.irme.com/terms](http://www.irme.com/terms). Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.