

2005 Asia Pacific

Balanced Scorecard Summit & Hall Of Fame Awards



dr robert s kaplan



dr david p norton



13-15 June 2005 ■ Hotel Nikko ■ Kuala Lumpur ■ Malaysia

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IN ASIA!**

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> 2005 ASIA PACIFIC BALANCED SCORECARD SUMMIT & HALL OF FAME AWARDS

Dear Executive

Balanced Scorecard Collaborative Pty Ltd and Urban Forum invite you to join us at the most important performance management and strategy execution event in the Asia Pacific region this year.

Following on from the successful North American, Latin American and the European Balanced Scorecard Summits this significant new event is being held for the first time in Asia.

You will learn from and interact with featured speakers and executives from leading organisations in the region. This year's Summit is designed for anyone interested in delivering better performance, creating growth and ensuring on going sustainability.


This international Summit is the only Balanced Scorecard event in Asia that allows you to:

- **Learn from** both creators of the Balanced Scorecard together on the one programme -
 - Dr Robert S Kaplan Live in person
 - Dr David P Norton Live via satellite
- **Participate** in the 2005 Asia Pacific Hall of Fame Awards
- **Find out** how the Balanced Scorecard can help you manage Key Performance Indicators (KPIs)
- **Understand** how Six-sigma, EVA, TQM, ISO9000 and all the other management methodologies fit in with the Balanced Scorecard
- **Hear first-hand** case experiences from organisations from as far away as China, Australia, Korea, Thailand, India & Malaysia on -
 - how they achieved world-class status and
 - overcame pitfalls and challenges in getting to their end results
- **Learn** where technology fits in managing performance and how it will improve your Balanced Scorecard
- **Experience** unsurpassed networking opportunities that deepens your BSC knowledge, tap into the experience of experts and establish new contacts to exchange ideas and views.
- **Featuring** first-time-ever advanced workshops and networking opportunities that delivers a powerful experience.

We look forward to meeting you in Kuala Lumpur, Malaysia in June 2005.








Matt Tice
Asia Pacific Regional Vice President
BALANCED SCORECARD COLLABORATIVE PTY LTD



Mal Tennekoorn
Managing Director
URBAN FORUM

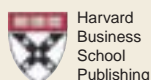
> THE CHALLENGES OF MANAGING PERFORMANCE AND EXECUTING STRATEGIES

Most organisations do not have adequate processes to execute strategies that manage performance. Consider the following:

-  **of a typical workforce does not understand its organisation's strategy**
-  **of organisations fail to execute their strategies accordingly**
-  **of executive teams spend less than one hour per month discussing strategy**
-  **of organisations do not link middle management incentives to strategy**
-  **of organisations do not link strategy to budgeting**

IS YOUR ORGANISATION ONE OF THE ABOVE?

> BALANCED SCORECARD - A PROVEN FRAMEWORK TO DRIVE BREAKTHROUGH RESULTS.



Harvard Business Review hailed The Balanced Scorecard as one of the most important business ideas of the past 75 years.



HALL OF FAME AWARDS

The BSC Hall of Fame publicly recognises organisations around the world that use the Balanced Scorecard in an exemplary manner to become strategy-focused, to successfully execute their strategies, and achieve breakthrough performance results. Successful organisations in the Asia Pacific region will be inducted into the 2005 Balanced Scorecard Hall of Fame by Dr Kaplan.

The winners will receive a stunning Steuben crystal called Rising Star from Dr Kaplan and will be announced to the worldwide media and highlighted in a special report published by Harvard Business School Publishing and Balanced Scorecard Collaborative. For full details about the BSC Hall of Fame Application process, please visit <http://www.bscol.com/halloffame> or contact Judith Ross at jross@bscol.com



SPECIAL OFFER

We are extending a special offer to participants to take full advantage of our 2005 Balanced Scorecard events for a fraction of the standard price!

Summit and How To Training Series

Attend both the Asia Pacific Summit and one 'How To' BSC Training workshop and you are entitled to the following discounts:

Individual	:Book & pay for the Asia Pacific Summit and any one public 'How To' Training programme and pay only USD3000 per person
3 or more people	:Book & pay for the Asia Pacific Summit and one public 'How To' Training programme and pay only USD2700 per person

For more information please call us on +60.3.7880 6839 or email us at malaysia@urban-forum.com

In-House Workshops

Book & pay for either the Asia Pacific Summit or any public 'How To' Training programme and receive a 10% discount off any In-House Training Workshops



FIRST TIME IN ASIA

Malaysia is honoured to be the first country in Asia to host such a prestigious event. Never before has such a fantastic opportunity been presented where the creators and practitioners of BSC are together under one roof in Asia. Specifically designed for the Asia Pacific market **and the only event that is endorsed by Drs Kaplan and Norton** this event brings together leading Asia Pacific icons to share their insights and experiences in implementing the Balanced Scorecard. Don't miss the opportunity to be part of this important Summit!

0830 **Welcome Address**
Mal Tennekoon, Managing Director,
Urban Forum (Malaysia) Sdn Bhd

0840 **Opening Address**
Matthew Tice, Asia Pacific Regional Vice President,
Balanced Scorecard Collaborative Pty Ltd, Australia

0900 **Keynote Address:**
 "The Role Of Strategy And Measurement In Building And Reinforcing A Strong National Performance Culture."

0920 **Session I**
Standing On The Shoulders Of Giants: Best Practices In Executing Strategy And Achieving Results With The Balanced Scorecard



Dr Robert Kaplan, Marvin Bower Professor of Leadership Development at Harvard Business School & Chairman, Balanced Scorecard Collaborative Inc, USA

From its origins more than a decade ago, the Balanced Scorecard has evolved to become the world's leading tool for executing strategy and achieving breakthrough performance results. Over fifty members in the Balanced Scorecard Hall of Fame – the examples of how to 'do it right' are the proof cases that the BSC approach works. Based on more than a decade of global implementation and research experience with Strategy Focused Organisations, Robert Kaplan will outline a comprehensive framework of five principles and 27 best practices in the discipline of strategic management, illustrated in multi-media with compelling advice and observations from executives worldwide. This session will highlight the foundation concepts of the BSC and give you key insight into what it takes to harvest the results for your organisation.

1030 **Break**

1045 **Session II**
Standing On The Shoulders Of Giants: Best Practices In Executing Strategy And Achieving Results With The Balanced Scorecard (Cont'd)



Dr Robert Kaplan, Marvin Bower Professor of Leadership Development at Harvard Business School & Chairman, Balanced Scorecard Collaborative Inc, USA

1130 **Session III**
HALL OF FAME CASE STUDY: Establishing A Global Performance Benchmark Using The Balanced Scorecard



Yoongjeong Kim, Manager, Performance Evaluation & Analysis Team
KT (Korea Telecom), Korea

In 1997, on the eve of deregulation, KT established a vision for the future to prosper in a post monopoly era soon to be marked by new entrants and ferocious competition. In the wake of deregulation the Asian crisis put additional pressure on KT to transform itself into a highly competitive organisation. Using the BSC to guide the change process, KT transformed itself into a technology powerhouse setting the global benchmark for broadband penetration with over 5 million customers by October 2003. In the process, KT increased its net income by nearly 500% over 3 years. In this session you will learn how KT used the BSC to create a core philosophy centered around strategy and performance to create unprecedented results.

1230 **Lunch**

1345 **Session IV**
Using The BSC In Concert With Other Strategic Frameworks To Drive Strategic Communications and Cultural Change



Rishi Kumar, General Manager Change Management,
Thai Carbon Black PCL, Thailand

Thai Carbon Black is a part of the Aditya Birla Group, a leading industrial conglomerate in India, with asset worth USD5 billion, revenues of USD6.5 billion and has 60 manufacturing units with 72,000 employees working worldwide.

Thai Carbon Black has served its customers in all the 6 continents from a single location in Thailand. Six of the top ten tire companies use the company's carbon black in their vehicular tires. By connecting all of its activities to an aggressive growth plan, the BSC has been crucial in helping Thai Carbon Black retain its position of having the "world's largest carbon black plant at a single location." Learn how Thai Carbon black seamlessly integrated existing quality management programmes with the Balanced Scorecard to create 'the whole picture' strategic management using the BSC and operations management using a robust quality management process.

1430 **Session V**
CASE STUDY: Looking Beyond KPIs: Using BSC To Achieve Strategy & Vision In A "Report-Card" Culture

Puan Rusma Binti Ibrahim, Deputy Chief Executive Officer, Employees Provident Fund, Malaysia

Employees Provident Fund (EPF) or Kumpulan Wang Simpanan Pekerja (KWSP) implemented the BSC in 2004 to improve their strategic focus on becoming a world-class social security organisation. EPF created a management system that translated vision and strategy into measurable and manageable objectives rather than short-term operational issues driving the agenda.

This session will highlight the critical success factors and lessons learnt from :

- Translating your Strategy and Vision correctly
- Measuring performance correctly
- Balancing efficiency and effectiveness
- Changing organisation culture and improving accountability
- Integrating management initiatives around a central focus
- Using the Balanced Scorecard to improve performance measures

1515 **Break**

1530 **Session VI**
Building The Infrastructure To Support Your BSC Programme: Practical Advice For Automation, Implementation And Reporting

(Speaker to be confirmed)

Most organisations struggle with getting high quality information to guide decision making. Often this is a case of highly fragmented and disparate data from multiple sources. With a good Balanced Scorecard acting as the 'brain' of the organisation to help guide the strategic decision process, good reliable data must be the 'heart', pumping required information to help answer critical questions. This session will explore the challenges of enabling technology and share sound principles to help your organisation avoid the many traps and pitfalls often associated with automation.

- Address the IT challenge head on
- Explore key principles that will guide you to results
- Avoid common traps and pitfalls before it is too late

1615

Session VII**CASE STUDY: Using The BSC To Align The Organisation To Your Vision****Chris Rouskas, Finance Director,
BMW Australia Financial Services, Australia**

BMW Financial Services is an increasingly significant part of the BMW Group. Their aims are to increase the sales of BMW vehicles while maintaining a sustainable shareholder return focus. They implemented the BSC in 2003 and have achieved considerable performance gains at many levels across the organisation:

- Improvements in financial performance
- Deeper understanding of how the staff fit into the vision
- Superior application by staff to achieving critical drivers for the vision and understanding the dependencies of these
- Stronger customer retention which increases customer value to the organisation
- Creation of different opportunities for staff within the organisation
- BMW Financial Services USA is a member of The Balanced Scorecard Hall of Fame

1700

Summation of Day 1 And Introduction of Hall Of Fame Awards

**Matthew Tice, Regional Vice President,
Balanced Scorecard Collaborative Pty Ltd,
Australia**

1715

HALL OF FAME AWARDS PRESENTATION**Dr Robert Kaplan, Marvin Bower Professor of
Leadership Development at Harvard Business
School & Chairman,
Balanced Scorecard Collaborative Inc, USA**

The Balanced Scorecard Hall of Fame Awards was created to recognise organisations selected as best practice examples of one or more of the principles of a Strategy Focused Organisation. It is the only BSC Award endorsed by Drs Robert Kaplan and David Norton.

You are cordially invited to join us to welcome the class of 2005 to the Asia-Pacific Balanced Scorecard Hall of Fame. To congratulate our winners Dr. Robert Kaplan will present this year's award to the winning organisations. The award ceremony will afford another opportunity to learn from the organisations that have 'gotten it right'. The Hall of Fame Awards will be followed by a reception.

1800

RECEPTION

After a solid day of lectures and case studies you can now relax and digest the day's insights, along with food and refreshments. Don't miss this opportunity to mingle with Summit speakers, Hall of Fame recipients and your fellow delegates.

1900

End of Day 1**Day 2****14 June 2005 ■ THEME 2 ■ ENABLING GROWTH AND SUSTAINABILITY: MAKING STRATEGY EXECUTION A CORE CAPABILITY**

0830

Housekeeping Announcements

0840

Recap Of Day 1 And Introducing Day II's Theme

**Matthew Tice, Regional Vice President,
Balanced Scorecard Collaborative Pty Ltd,
Australia**

0900

Session I**Effective Leadership & Governance- The Key To Sustainability: Successfully Embedding Sound Governance Principles In Your BSC Programmes****Dr David Norton, President,
Balanced Scorecard Collaborative Inc, USA**

Effective governance is essential for both public and private sector organisations in managing strategy and performance. Building a sound governance approach with clear accountability and appropriate controls is one of the keys to sustaining results. In the wake of the many corporate collapses of the past few years, significant structural reforms in corporate governance is underway and Asia will need to participate in this reform to maintain competitiveness. In this session, Dr. Norton will share emerging thinking on:

- How the BSC can be used as a powerful tool support for good corporate governance
- The merits of creating a Strategy Management Office to manage the strategy of your organisation
- The importance of aligning the budgeting cycle with the Balanced Scorecard as part of your annual governance calendar

1015

Session II**Linking The Drivers Of Strategy To Business Outcomes****NEW!****Matthew Tice, Regional Vice President,
Balanced Scorecard Collaborative Pty Ltd,
Australia**

The Balanced Scorecard was designed to explicitly link intangible assets – the drivers of strategy – with tangible business results. Strategy Maps describe the value creation process, and how tangible results are achieved by focusing intangible assets on the customer value proposition. Drawing parallels with financial reporting, the session will show you how intangible assets can be evaluated by their impact on value creating processes, and by their level of strategic readiness – the degree of alignment with the strategy. You will learn how to apply this methodology to three major classes of intangibles:

1. Human Capital
2. Informational Capital
3. Organisational Capital

By identifying the jobs, technologies, and organisation variables with the greatest impact on strategic processes, you can focus your limited resources on the vital few, and optimise the return on your intangible investments.

1115

Break

Dr David Norton brought to you live via satellite by
TM

1130

Session III**Alignment Of Strategic Management Processes: Linking The Balanced Scorecard To Corporate Management Systems****Jiang Wei, Director & Chief Financial Officer, China Resources (Holdings) Co Ltd, China**

Many organisations in Asia have diversified businesses with different products and services. How do you align multiple businesses with corporate strategy and management systems? Engaging all business leaders to build a clear sense of ownership for delivering the strategy, and aligning key aspects of corporate management areas – strategy management, budget management, managing reporting, auditing, performance management, and manager's appraisal are the key drivers of strategy delivery. Engaging all managers and employees in the strategy requires four distinct processes:

1. Communication and education
2. Linking organisational strategy and strategic management processes
3. Linking BSC to governance process
4. Upward feedback mechanisms

This session will show how aligning these processes within the construct of the Balanced Scorecard will engage

1215

Lunch

1330

Session IV**When Lives Are On The Line: Managing A Large And Complex Public Health Sector BSC Implementation****Queensland Health, Australia (Speaker to be confirmed)**

Queensland Health is one of Australia's largest and most complex public sector organisations. In 2003, a decision was made at the top of the organisation that a new approach was required to help the organisation reach its vision 2020 goals. The Balanced Scorecard was chosen as the tool to help manage the transformation of public health in Queensland and the ISAP, Integrated Strategy and Planning team was created to mentor the programmes. Two years into the change process the organisation is nearing the end of the design phase, with almost 50 Balanced Scorecards in place throughout the entire public health system. This session will describe how Queensland Health has navigated the many challenges of implementation in a highly political and community oriented environment, including:

- Creating buy-in amongst a diverse group of highly educated people
- A multi-faceted approach to implementation combining people, process, and systems to drive the implementation
- The benefits of piloting the approach in discrete areas prior to full scale launch
- The importance of having the right team
- The need for continuous communication and education
- Challenges for the future

1415

Session V**HALL OF FAME CASE STUDY: Using The Strategy Map As A Turnaround Tool****P.M. Telang, President (Pune & Dharwad Works) Tata Motors Limited, India**

In 2000, Tata Motors suffered its first loss in 50 years finding itself over \$100 million in the red, with no end in sight. Many executive teams would have been satisfied to quench the wound and restore profitability. Tata Commercial Vehicles management viewed this loss as both a wake up call and a profound opportunity.

Using the Strategy Map and Balanced Scorecard to lead the transformation effort, Tata Commercial Vehicles established an audacious plan to restore profitability and achieve world-class manufacturing performance. In just two years, the division returned to profitability and grew revenue at nearly double the rate of its largest competitor. Learn how the Strategy Map and Balanced Scorecard helped Tata Commercial Vehicles to:

- Engage a workforce of more than 21,000 people to change
- Communicate Strategy to 175 dealers external to Tata
- Rapidly generate significant and sustained results

1500

Break

1515

Session VI**Embed The Balanced Scorecard Into Other Performance Measurement, Management And Quality Programmes****Dr Robert Kaplan, Marvin Bower Professor of Leadership Development at Harvard Business School & Chairman, Balanced Scorecard Collaborative Inc, USA**

The Balanced Scorecard is not implemented in a vacuum. Most organisations have dozens of ongoing continuous improvement and operational management programmes in place, including:

1. Total Quality Management
2. Six Sigma
3. Activity Based Management
4. Business Excellence
5. Sarbanes Oxley

Where does the BSC fit in? The scorecard serves as a central managing framework to integrate these programmes and link them to strategy. Dr Kaplan will describe how these programmes can enhance the scorecard's value by devolving targets into actionable objectives and measures.

1600

Panel Session VII**Roadmap To Results: Your Guide To Long Term Sustainability Panelists:****Dr Robert Kaplan, Marvin Bower Professor of Leadership Development at Harvard Business School & Chairman, Balanced Scorecard Collaborative Inc, USA****Matthew Tice, Regional Vice President, Balanced Scorecard Collaborative Pty Ltd, Australia****Jiang Wei, Director & Chief Financial Officer, China Resources (Holdings) Co Ltd, China**

This interactive session will give the audience an opportunity to discuss the practical aspects of implementation with the experts and practitioners. You will have the opportunity to hear different perspectives on the challenges facing both public and private sector organisations in successful implementation of the BSC. This session covers:

- Laying the groundwork – what you need to do to prepare for a successful programmes
- Building and maintaining the momentum and buy-in through significant organisational changes
- Got a Scorecard that is not working – what can you do to bring the programmes back on track
- Building your programmes - what to expect through each major phase from building the momentum through to sustaining the results

1700

Session Close

9000 – 1230

> Workshop I**HEALTH-CHECK: Test Your Balanced Scorecard Programme Is On Track****Balanced Scorecard Collaborative Pty Ltd.**

Let the BSCol experts give you a practical guide to test whether your organisation is on track to becoming a Hall of Fame organisation. This session will interactively explore the Hall of Fame criteria and the 27 best practices of a Strategy Focused Organisation. Participants in this session will have the opportunity to critically evaluate their Balanced Scorecards with experts from the Balanced Scorecard Collaborative. In this session we will also explore best practice benchmarks from our database of over 250 organisations using the Balanced Scorecard to create value.

> Workshop II**Managing The Balanced Scorecard Beyond Implementation For All Enterprises****KnowledgeBaze Sdn Bhd.**

In order to implement a Balanced Scorecard strategy you need an effective performance management system that gathers data from diverse sources and automates the process of driving information to the management core.

This workshop will be valuable if you are just starting to automate your Balanced Scorecard with your performance management applications or looking for ways to improve the management system you currently have in place. This workshop will:

- Give you an understanding of the performance management technology framework
- Identify the various end users that will benefit from a Balanced Scorecard
- Analyse technology that supports the strategy implementation
- Choose the right set of tactics, techniques and tools
- Select enterprise solutions and application software

1300 – 1630

> Workshop III**A PRACTICAL GUIDE: How To Develop High Quality Measures (KPIs) To Drive The Right Behaviours****Balanced Scorecard Collaborative Pty Ltd.**

One of the main challenges of developing a Balanced Scorecard is defining the specific measures which will be most effective in guiding the organisation to execute its strategy and create value for its stakeholders. Choosing the right measures can have a significant impact on how your performance measurement strategy gets translated into a balanced set of indicators. Given the uniqueness of each organisation, the types of measures that are valued vary drastically. This session will address how to identify and develop measures that are able to capture the targets to drive the performance of the organisation.

- Identifying key areas for measurement
- Developing appropriate KPIs for data analysis
- Assessing and refining your measures to improve the efficiency of your Balanced Scorecard.
- How to avoid common mistakes and drive the right behaviours

> Workshop IV**Rewarding Strong Performance By Linking Compensation To Measurement****Balanced Scorecard Collaborative Pty Ltd.**

Employee involvement and commitment is essential to the overall effectiveness of the BSC. Understand how the Balanced Scorecard can be used as an alignment tool, which links the corporate vision and strategy to each employee's personal contribution.

- Discover mandatory requirements to achieve buy-in and the support of the employee
- Setting measurements that reward performance that is aligned with the corporate vision and operational objectives
- Ultimately link to each employee's personal objective and incentive plan

> ABOUT THE WORKSHOP FACILITATORS**Balanced Scorecard Collaborative Pty. Ltd.**

Matthew Tice, Regional Vice President, has worked with Drs Kaplan and Norton for over 7 years advising corporations and government agencies in Australasia, North America, Asia-Pacific, and Europe in strategy development and implementation, performance measurement, and strategic change initiatives, including several BSCol Hall of Fame companies. Mr. Tice holds a MBA from the Colgate Darden School of Business at the University of Virginia and a BS in Industrial and Operations Engineering from the University of Michigan.

Adrian Gardiner, Principal, is an experienced management consultant and executive facilitator, who has been working with Balanced Scorecards and helping organisations in the performance management arena for many years. He has a broad range of experience from leading multinational corporations to some of Australia's largest public sector organisations. He holds a MBA from Monash University, and is CPA qualified. Prior to management consulting Adrian held senior finance positions in multinational manufacturers for seven years.

Mark Cashion, Manager and Regional Training Practice Leader, is an experienced management consultant specialising in strategy formulation and implementation. He has led numerous scorecard implementation at a number of well-known and successful Australian and international organisations both public and private. A seasoned trainer and educator of Balanced Scorecard concepts, he holds a MBA from the Fuqua School of Business at Duke University and a BS in Economics/Finance at the Southern Methodist University.

Margaret Bridges, Senior Consultant, has sixteen years of experience in IT&T spanning mergers and acquisition, venture capital, innovation and emerging technologies. Ms. Bridges is responsible for promoting the IT Balanced Scorecard practice in the region. Most recently she has provided IT BSC consulting advice to multiple clients across multiple industries throughout Asia Pacific. Ms. Bridges holds a MBA bachelor's degree in electronic engineering from Curtin University in Western Australia.

KnowledgeBaze Sdn Bhd

Subra Suppiah, Director, KnowledgeBaze Sdn Bhd, Malaysia, a leading local company specialising in Balanced Scorecard, Business Intelligence, Data Warehouse and implementation. Subra brings more than 20 years experience in the Information Technology consulting specialising in Data Warehousing, Business Intelligence, Corporate Performance Management and, Enterprise Information Management. Prior to co-founding KnowledgeBaze, he has served on several multi-national companies and has also delivered more than a dozen Business Intelligence and Data Warehouse projects in Asia Pacific. He was the Project Director for the BSC automation project for a number of established organisations both locally and abroad. Subra holds a Bachelor's degree in Computer Science (U.S) and a MBA from the University of Auckland, New Zealand.

> ABOUT THE ORGANISERS



About Balanced Scorecard Collaborative

Led by Balanced Scorecard creators Drs Robert S. Kaplan and David P Norton, BSCol is a new kind of professional services firm dedicated to the worldwide awareness, use, enhancement and integrity of the Balanced Scorecard as a value-added management process.

We partner with organisations to deliver fast results through our proven methods of executing strategy, transference of knowledge, building competencies and sustaining long-term results.

Our services include:

- Consulting (Strategy-focused Organisation, Human Capital, IT)
- Training (public, in-house, certification, centers of excellence)
- Education (conferences, seminars, summits, publications)

"Balanced Scorecard Collaborative (BSCol) is the only organisation in the world authorised to deliver products and services based on the Balanced Scorecard methodology as defined by ourselves as creators of the concepts."

Drs Robert S. Kaplan and David P Norton

To learn more visit us at www.bscol.com or call Matt Tice at +61.2.9994 8106 or email: mtice@bscol.com

urbanforum.

About Urban Forum

"Strengthening Organisations By Helping Its People Grow"

Urban Forum is a specialist provider of international experts of learning and development. Our services include:

- **Guru Events** – 1-day seminars presented by speakers who have made an impact in the business world in some way or other. They are acknowledged as experts and in some cases are the creator or the benchmark
- **One-On-One Guru Consulting**
- **AsiaPac CEO Forum** – 2 days residential forum lead international facilitators from the world's best business schools combined with regional keynote speakers in exclusive surroundings.
- **Summits** – 2 to 3 day conference delivered by international and local experts. The summit is made up of a combination of workshops and conference presentations.
- **Public Training Workshops** delivered by international and regional experts
- **In-house Training Workshops** designed specifically for your organisation and delivered by international and regional experts

For more information please visit our website: www.urban-forum.com or email: info@urban-forum.com

> ABOUT THE GOLD SPONSOR

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About CIMB

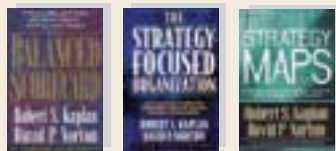
CIMB is a fully integrated investment bank, offering the full range of services in debt, equity, corporate advisory, funds management, lending, private banking, private equity and Islamic capital markets as well as research on economics and the equity and debt markets.

CIMB is listed on Bursa Malaysia. With a market capitalisation of USD1.3 billion as at 31 December 2004, CIMB is South East Asia's largest investment bank. As at 31 December 2004, the shareholders' funds for CIMB Bhd stood at RM1.4 billion and as at February 2005, it had 1031 employees.

CIMB has offices in Kuala Lumpur, Labuan and Jakarta, and with the completion of the acquisition of the stockbroking business of GK Goh Holdings, CIMB will have offices in Singapore, Hong Kong and London.

> GENERAL INFORMATION FOR PARTICIPANTS

BOOKS



Special discounts for Dr Kaplan and Dr Norton's books are available at the 2005 Asia Pacific BSC Summit not available elsewhere. Don't miss this opportunity to have your books signed by the author himself as well as.

FEES

Participant fees are inclusive of refreshments, conference documentation and attendance at the Hall Of Fame Reception on the 13th June 2005.

HOTEL ACCOMMODATION

If you require accommodation at the Hotel Nikko, Kuala Lumpur, and would like us to make the reservation on your behalf, please contact us at Tel: +60-3-7880 6839 or email us at malaysia@urban-forum.com accordingly. Please mention in your email that you are attending the 2005 Asia Pacific Balanced Scorecard Summit.

TRAVEL DOCUMENTATION

Participants entering Malaysia must ensure your passport is valid for at least six months on date of entry into Malaysia. Please check with your travel agent on the necessary visa requirements applicable to travel to Malaysia.

MALAYSIAN INSTITUTE OF ACCOUNTANTS CPE HOURS

Members of the Malaysian Institute of Accountants (MIA) attending the 2005 Asia Pacific Balanced Scorecard Summit are entitled up to a total of 24 CPE Hours (8 CPE hours a day)

> 'HOW TO' BALANCED SCORECARD TRAINING SERIES

These are the only BSC training workshops taught by professionals from the Balanced Scorecard Collaborative – the firm led by BSC creators Dr Robert Kaplan and Dr David Norton. Wherever you are in the process of designing or executing your balanced scorecard these workshops will stimulate, educate and accelerate hands-on learning.

Mapping Strategy Using the Balanced Scorecard, Plaza Athenee, Bangkok, Thailand

7 & 8 September 2005

Mapping Strategy Using the Balanced Scorecard, Nikko Hotel, Kuala Lumpur, Malaysia

12 & 13 September 2005

Executing Strategy Using the Balanced Scorecard, Carlton Hotel, Singapore

15 & 16 September 2005

Who Should Attend: Designed for decision makers, head of departments and teams responsible for BSC initiatives in their organisation from multi-national corporations, mid-size businesses, associations, not-for-profits and government agencies.

Take away a step-by-step guide for becoming a strategy-focused organisation that delivers performance.

For more information about the above workshops please call us now on +60.3.78806839 or email us at malaysia@urban-forum.com.

Registration Form

2005 Asia Pacific BSC Summit & Hall of Fame Awards

Registration Online

at www.urban-forum.com

UF - WEB

Contact Person's Details

Name(Dr/Mr/Mrs/Ms) _____ Designation _____
 Address _____
 Postcode _____ Country _____
 Telephone _____ Mobile _____
 Facsimile _____ Email _____

Company Information

Company Name _____
 Company Industry _____
 Company Size 1 - 19 20 - 49 50 - 99 100 - 499 500 - 999 1000 above

Please register the following for "2005 Asia Pacific Balanced Scorecard Summit & Hall of Fame Awards, Kuala Lumpur Malaysia".
 Date: 13 - 15 June 2005

Participant's Information

Name(Dr/Mr/Mrs/Ms) _____ Designation _____
 NRIC/ Passport No. _____ Email _____
 Telephone _____ Mobile _____

Choice of Participation (Please tick () as applicable)

Summit only	Workshops			
	I	II	III	IV
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fee and Special Deals

INDIVIDUAL FEES (PER PERSON)	Early Bird	Normal fee
	Book & Pay before 6 May 2005	Book & Pay after 6 May 2005
Summit only (2 days)	RM 5,550	RM 5,700
Summit + 1/2 day workshop (2 1/2 days)	RM 6,050	RM 6,200
Summit + 1 day workshop (3 days)	RM 6,250	RM 6,400
1/2 day workshop (1/2 day)	RM 1,000	RM 1,000
1 day workshop (1 day)	RM 2,000	RM 2,000

GROUP FEES: 3 OR MORE PEOPLE (PER PERSON)	Early Bird	Normal fee
	Book & Pay before 6 May 2005	Book & Pay after 6 May 2005
Summit only (2 days)	RM 5,100	RM 5,250
Summit + 1/2 day workshop (2 1/2 days)	RM 5,650	RM 5,800
Summit + 1 day workshop (3 days)	RM 5,900	RM 6,050
1/2 day workshop (1/2 day)	RM 1,000	RM 1,000
1 day workshop (1 day)	RM 2,000	RM 2,000

Special Group Fee:

Receive a **COMPLIMENTARY BSC ASSESSMENT*** by the Kaplan & Norton Professionals for any group reservation and payment of 5 people or more at the same time (*conducted remotely and limited in time and scope)

Additional Participant's Information (Please tick () as applicable)

Name (Dr/Mr/Mrs/Ms)	Designation	Email	Summit Only	Workshops			
				I	II	III	IV
2. _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please note only one discount/special offer is applicable.

Total Amount: _____ (no of pax) x _____ (unit fee) = RM _____

Status of Sponsorship

Self Company (please indicate if company sponsored)

Payment Options (Please tick () as applicable)

*Please write your name and event name "2005 Asia Pacific Balanced Scorecard Summit & Hall of Fame Awards" on back of cheque. Cross cheque shall be made payable to "Urban Forum (Malaysia) Sdn. Bhd."

Cheque Cheque No. _____
 Credit Card Card Type _____ Card Number _____ Expiry Date _____ Cardholder's Name _____
 Visa Mastercard
 Transfer Account Reference _____

Signature _____ Date _____

Upon signing this form, you are deemed to have read and understood the Registration Guidelines, Procedures and Policies and have accepted the terms contained therein. Please return this registration form together with the payment to reach us before the commencement of the event. Please address it to Urban Forum (Malaysia) Sdn. Bhd., 45-2, Block C2, Dataran Prima, Jalan PJU 1/39, 47301 Petaling Jaya, Selangor or Fax: +6.03.78803067

Date and Venue

Date 13 - 15 June 2005
 Venue Nikko Hotel, Kuala Lumpur, Malaysia.

Administrative Details

Tel +60.3.7880 6839
 Fax +60.3.7880 3607
 Mail to Urban Forum (Malaysia) Sdn. Bhd.
 45-2, Block C2, Dataran Prima
 Jalan PJU 1/39
 47301 Petaling Jaya, Selangor
 Malaysia

Online Registration and Enquiries

Email malaysia@urban-forum.com
 Website www.urban-forum.com

Why Register Online

- convenient - enjoy self-service 24/7
- cost savings - enjoy better rates at times
- always informed - instant status updates
- register profile once & recall when needed, easy & time-saving
- informative - track your participation history
- user friendly - simple and guided steps, less tedious
- proactive- enjoy updates on quality events
- responsive- effective online communication

Early Bird Discount

Limited places are available at this event. Book and pay before 6 May 2005 and SAVE UP TO RM 600 (Approx USD165) or call us now to find out HOW TO SAVE RM840 (Approx USD230) per person.

Accredited MIA CPE Hours

MIA members attending this Summit are entitled up to a total of 24 CPE Hours (8 CPE hours per day)

Substitution of Delegate(s)

This is allowed, provided the organiser is notified in writing of the name and the designation of the new delegate(s) at any time prior to the commencement of the event. Transfer of registration to other programmes is not allowed.

Incorrect Mailing Information

It is possible that you may receive multiple mailings of this event or incorrect company details on the labels, for which we apologise. If this happens, please let us know so that we can update our database immediately.

Refund of Fees

All cancellations of registrations must be made in writing. If cancellation are received

- more than 14 days before the event a full refund of the fee less 10% administrative charges will be given.
- 7 - 14 days before the event a 50% refund of the fee will be given.
- Less than 7 days before the event no refund will be given but (i) a substitute delegate is welcome to take your place or (ii) a set of documentation will be given.

Cancellation and / or Postponements

We reserve the right to cancel and/ or postpone the programme due to unforeseen circumstances.