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RS 3000/-
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FREE!

Strategies for implementing

BALANCED SCORECARD

9-10 June 2011, Karachi Sheraton Hotel



Course Director

Alan Fell

Director

Alan Fell Consultancy Ltd., UK

WHO SHOULD ATTEND?

- **Senior Management** who want to properly understand the BSC and to decide whether it is the solution they require.
- **Management and Supervisors from organisations where top management has already committed to the BSC** and is just commencing, or in the early stage of implementation.
- **Management and Supervisors from organisations that have already implemented the BSC.** It may be that an organisation has not maximised and used BSC: (It is disappointed with results so far.) This course will enable a practical way to review and improve their BSC – without the cost of employing a dedicated consultant.

These include Vice Presidents, Department Heads, Managers and Senior Executives from the following job functions:

- Corporate & Strategic Planning
- Performance Measurement/Improvement
- Organisational Strategy Management
- Human Resource Management
- Finance & Accounting Management
- Quality Management
- Change/Transformation Management
- Customer Satisfaction
- Productivity & Process Improvement
- Organisational Development
- Knowledge Management, etc.

Course objectives

The **BALANCED SCORECARD (BSC)** is a well-known and accepted management tool. Indeed it is considered to be the Strategic Management Tool. However, whilst the concept is simple, straight-forward and logical, many organisations struggle with the initial implementation. In other words, too many organisations fail to realise the true and significant benefits that flow from a properly implemented and properly used BSC.

Conventional BSC training events – and there are many of them around the world – concentrate on a combination of concept and implementation; but limited attention is given to the real challenges of sustainability and real life implementation. Likewise, the conventional BSC training event has no opportunity for subsequent progress review/problem solving with the Course Leader.

Here is a 2-day extraordinary training programme that not only provides you with comprehensive and personalised templates for your organisation's BSC development and successful implementation, but also offers practical solutions to its implementation problems and challenges.

And: This programme is led by Alan Fell, who is considered as one of the world's best practitioners and has implemented one of the world's earliest successful BSC programmes. This course will combine lecture, discussions and exercises and by attending this programme, you will be able to implement this effective tool to its fullest benefits for your organisation.

THIS IS A PRACTICAL AND PROVEN-NOT THEORETICAL-APPROACH TO EFFECTIVE BALANCED SCORECARD IMPLEMENTATION AND MANAGEMENT

SIGN UP TODAY!



IN ORDER TO MAXIMISE THE LEARNING FROM THIS PROGRAM, YOU ARE REQUIRED TO BRING YOUR LAPTOP.

**ALAN FELL IS BACK
BY POPULAR DEMAND IN ASIA**

Strictly limited seating to ensure value added to all participants
so book early! comprehensive course materials to be provided



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Why You Cannot Miss This Course?

A unique opportunity with one of the world's most experienced Balance Scorecard practitioners to get your BSC right!

It's UNIQUE

→ Here is a truly unique BSC Implementation Training Programme that will help assure your organisation's successful BSC implementation and management – whether or not you are in the stage of introducing BSC, or have already implemented BSC but seek to improve on it.

→ This BSC course is being led by a veteran executive, Alan Fell who since 1993 has focused on Balanced Scorecard Implementation as both a Senior Corporate Executive and a Management Consultant and Trainer.

→ Mr. Alan Fell brings a uniquely practical and successful approach to introducing & implementing BSC which reflects his own 'real life' corporate experience not 'merely' as a consultant.

It's PRACTICAL, Learn how to...

→ **USE** the BSC to develop more coherent and explicit business goals and objectives

→ **LINK** the Scorecard to bonus/compensation – there by creating a strong sustainable "performance culture"

→ **APPLY** a straight-forward but robust step-by-step methodology for implementation: Using templates that will be handed out at the workshop

→ **ALIGN** your strategic business units (SBU) and departments to the overall corporate ambitions

→ **SUSTAIN** and develop the Scorecards, after their initial launch, through maximising the effective use of the BSC as a key management tool

For Registration

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SESSION 1 > CONCEPT AND BENEFITS

- What is the Balanced Scorecard?
- Why has it become such a widely used strategic management tool?
- Examination of case study examples
- Potential benefits
- Warning – not all Scorecards succeed: why do some fail?

SESSION 2 > DESIGN AND IMPLEMENTATION

- Overall – managing the "Scorecard Project"
- Roles and responsibilities: the implementation
- Team – who should be involved?
- Resources – what resources will you need and what factors will affect this?
- Sponsorship – from the CEO: very necessary but how is it done?
- Senior management – how much do they need to be directly involved?

SESSION 3 > THE STRATEGIC CONTEXT: VISION TO SCORECARD

- The BSC is a "strategic management tool" – just what does that encompass?
- The cascade – step-by-step from Vision to Scorecard measures

SESSION 4 > THE STRATEGIC CONTEXT: VISION TO SCORECARD (CONT.)

- Importance of clear and measurable strategic objectives/goals
- Goal validation
- Alignment between the BSC and existing planning and budgeting

SESSION 5 > THE HEART OF THE BSC – SELECTING AND DEFINING MEASURES

- The Strategy Map – what is it and why is it so important for the BSC?
- Prioritising measures

SESSION 6 > THE HEART OF THE BSC – SELECTING AND DEFINING MEASURES (CONT.)

- The measure library – defining measures correctly is a notably difficult step
- Understanding the behavioural consequences of measure definitions
- Setting and aligning targets

SESSION 7 > DESIGN OF SCORECARD REPORTS AND THE UNDERLYING PROCESS

- Clarifying the intended management usage – and consequent bsc requirements
- Design options – examination of different approaches – and what to avoid
- Systems – what are the systems/software requirements and options available?
- The dangers of creating an "IT project"

SESSION 8 > CASCADING THE SCORECARD WITHIN THE ORGANISATION

- How many scorecards should you have?
- Where to start?
- Do personal scorecards make sense?
- Aligning BU and departments to the Corporate Scorecard
- Support departments – the HR, Finance and IT Scorecard

SESSION 9 > PUBLIC SECTOR AND NOT-FOR- PROFIT ORGANISATIONS

- What are the special features & challenges of the Public Sector and Not-For-Profit BSC?
- Examination of case study examples – what you can learn from them
- Exploring how widely used are the Public Sector
- Sector scorecards – and what results they deliver
- Avoiding the problems of "political" Scorecards

SESSION 10 > ALIGNING THE BSC AND HR POLICIES

- The introduction of the BSC usually has profound implications for HR management
- Examination of case study examples
- Linking the bsc to reward and compensation

SESSION 11 > USING AND SUSTAINING THE DYNAMIC SCORECARD

- The Scorecard is a tool – it must be used properly (a common failing)
- How to use the BSC to best effect
- Role-play exercise
- Renewal and refreshment: updating measures, targets and data
- How to manage the demand for monthly data updates

Key Points:

The focus of this 2-day course will be heavily directed to achieving a practical, realistic, beneficial and successful outcome, not academic theory. In this programme, you will learn how to make the BSC a successful practical reality in your organisation, which will significantly improve your business performance and bottom line.

Every company strives to achieve a competitive advantage. By attending this programme with Alan Fell, you will start that process by being trained in a practical and supportive learning environment, which will drive positive and tangible results on your return to your organisation.

BALANCED SCORECARD

Date : 9-10 June 2011 | Venue: Sheraton Karachi Hotel | Time: 9:00 am to 5:00 pm



Course Director

Alan Fell

Director

Alan Fell Consultancy Ltd., UK



**ALAN FELL IS BACK
BY POPULAR DEMAND IN ASIA...**



Alan is a highly experienced UK-based international specialist in strategic performance management, having spent more than 30 years involved in a wide range of performance management disciplines – both in policy formulation and in practical application roles. He covers a breadth of closely related topics from strategic planning through to detailed budgeting and cost management.

For the last ten years he has operated as an independent management consultant and trainer specialising in a range of performance management programmes. Prior to that, he was a senior executive with a major UK bank.

The majority of his work is now undertaken internationally, especially in the Middle East/Gulf region, but also in the Far East, South Africa and Europe as well as in the UK.

Alan is a highly experienced trainer and course leader. Over the last five years he has led more than 250+ seminars, workshops in 15 years across Europe, Middle East, South Africa, South Asia and South East Asia. Alan has previously worked in Pakistan where his activities met with extremely positive feedback

Alan's client consulting programmes have included:

- UAE oil and gas company
- UK logistics organisations
- Egyptian telecommunications company
- Kuwait trading group
- European electronics/technology joint venture company
- Saudi Arabian industrial manufacturing conglomerate
- Scandinavian utility business
- Kuwait bank
- European division of a major US software company
- Qatar conglomerate
- UAE facilities management organisations

He has wide practical experience of budgeting and forecasting techniques and has a particular interest in the linkage of budgeting to other planning and performance measurement disciplines.



HERE ARE JUST A FEW OF THE MANY COMMENTS AT HIS BSC COURSE FROM PREVIOUS DELEGATES

"Clearly Alan's years of experience allowed for an excellent delivery of practical issues surrounding the use of the BSC. At this stage of implementation in our company, he was able to energise the team & excite the members to bring what they have just learnt to the company."

"I shall recommend Alan to give a presentation to our Board of Directors..."

"Very experienced...interacts with participants – 2-way. Disciplined and systematic in approach. Takes questions – and answers them. Provides lots of additional materials and information."

"Alan opened my eyes on many aspects of management I was missing, being overwhelmed by daily activities."



IN-HOUSE TRAINING

Why Not Train More People for Less Money?

If you have a team of people who need to attend this training, it is more cost effective to have this Course customised to your organisation - at your training site. savings can be significant!

Please contact Muhammad Faheem

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We are a business information firm, having managed and organized events of various calibers during the last 3 years of our operations. Among our more recent event are the ICAP CFO Conferences Karachi & Lahore 2011, Entrepreneurship 2010 – Changing the Mindset conference with MPF, 2nd Women in Business & Leadership Conference WIBCON 2010, which we managed for PSTD. ICAP in collaboration with Terrabiz organized a highly successful CFO Conference ‘Rising CFO’ in March 2010 which was attended by 600 delegates. MIT Entrepreneurship Forum Pakistan, Terrabiz and OPEN jointly organized a conference on Corporate Innovation and Entrepreneurship’09, Karachi in November 2009. We also managed the MAP Conference in November 2009, Lahore with high appreciation from all over the country.

Terrabiz Human Capital Management Conferences which were held in Karachi and Lahore in April09 and July09 respectively, and the Compensation & Benefits Day in June '09 also received a very good feedback from the HR professionals in the country.

We also organized the first ever conference on Digital Marketing in Pakistan titled Marketing 2.0 which saw the confluence of the top three names in the world of digital marketing - Google, Yahoo and Microsoft, represented by their senior executives from abroad. Global Head of Mobile Marketing P&G was also one of the speakers. Terrabiz has also organized some events with Google Pakistan.

Terrabiz was responsible for producing a series of highly successful road shows on the promotion of investment in Pakistani capital markets in different cities for its client the Central Depository Company.

As part of our operations, we also regularly facilitate international trainers to conduct public workshops in Pakistan. A few of them were 'Six Thinking Hats' with Dr. Sunil Gupta, Life Time Master Trainer of Edward de Bono Tools, Nick Blasdale Introductory Management Skills, Advanced Presentation Skills and Media Relations by Simon Bucknall, HR Balanced Scorecard with Alan Fell; Employer Branding with Dr. Olga Kampaxi, and many others.

Our recent training workshop participants list includes SSGC, OGDCL, KESC, KAPCO, Pak-Arab Refinery Limited (PARCO), Oil and Gas Development Limited (OGDCL), Total Atlas Lubricants Pakistan (Pvt) Limited, Shell Pakistan Limited, Byco Petroleum Pakistan Limited, National Refinery Limited (NRL), Pak Arab Refinery Company Limited, Pakistan Petroleum Limited, BOC Pakistan Limited, BP Pakistan Exploration and Production Inc, Attock Refinery Limited (ARL), Pakistan Security Printing Corporation, State Bank, National Bank, MCB Bank, RBS, HSBC Bank, Allied Bank, NIB Bank, Mobilink, Ufone, Zong, Wateen Telecom, Telenor, Siemens, Haleeb Foods, National Foods, Cadbury, Getz Pharma, Sanofi Aventis, Novartis Pharma, GSK, PharmEvo, Macter Pharma, Sight Savers, Syngenta, Engro Corp, Coca Cola Beverages, CDC, HUBCO, and Aga Khan University et al.

Registration Note:

Participation will be confirmed subject to receipt of payment.

Substitutions are welcome. Please notify us in writing at least two working days prior to the event. All cancellations must be sent in writing, and will carry a 15% cancellation fee, once a registration request is received and acknowledge by Terrabiz.

Workshop fees must be paid in Full. No refunds will be given if a written cancellation occurs within 10 working days prior to the workshop. Same applies for delegates who don't attend the workshop without cancellation. Workshop materials will still be couriered to them. However, if you have paid your workshop fee in full and you wish to attend any other workshop from Terrabiz within 6 months of the initial registration, you will only be invoiced for 15% of that workshop fee. Please note that you can transfer only once. In the event of unforeseen circumstance, Terrabiz reserves the right to cancel or postpone the event.

Send your cheque in favor of "Terrabiz" to **Murad Hassan**
Suite # 403, Shahwar Trade Center, Above Standard Chartered Bank, Allama Iqbal Road branch, P.E.C.H.S.,
Block 2, Karachi, Pakistan. Phone: +92 21 3455 0431 & +92 21 3455 0319 | Cell: +92 300 922 0647



Workshop Investment

Rs. 55,000/- Per Participant

***Early Bird Discount: (Before 15th May 2011)**

Rs. 52,500/- Per Participant

***Every 4th Participant from the same organisation is FREE!**

Includes course ware, Terrabiz certificate, lunch, refreshments and business networking.

*Discounts are mutually exclusive

For Registration

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Terrabiz Upcoming Programs Book your place TODAY!

“Preventing Fraud & Corruption”
by Simon Padgett, UAE | May 2011

“Retail Banking”
by John Berry, UK | May 2011

“Enterprise Risk Management”
by Phil Griffiths, UK | October 2011

“Corporate Governance in Asia”
by Andrew McRobert, Australia | October 2011