

Leading Business Transformation in Asia: Strategies and Lessons for Business Success

FACULTY DIRECTOR



- Led by Dr. Paul Tiffany, distinguished Professor at Haas School of Business of the University of California, Berkeley and Senior Lecturer at Stanford University Graduate Business School
- Awarded Cheit Award for Outstanding Teaching at Berkeley-Columbia Executive MBA program
- Awarded both Anvil Award and Lindback Award as Outstanding Professor at Wharton School of the University of Pennsylvania
- Best-selling author and was voted as a world-wide Top-Five finalist in the Booz Allen/Financial Times "Best Business Book"
- Advisor to PepsiCola, Government of Dubai, Deutsche Post DHL, Siam Cement Group, Thai Beverage, Genentech, Statoil, Microsoft, US Steel, Raytheon, Toyota, Cisco, Bank of America, and MinSheng Bank (China), among many others

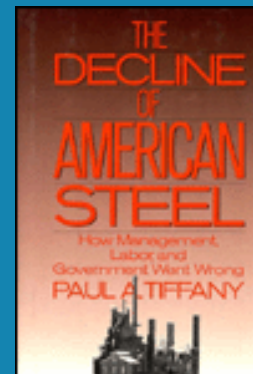
Dr. Paul Tiffany is a distinguished Professor at the Haas School of Business of the University of California, Berkeley. He is a recognized worldwide authority on strategy and management. Prior to this, Professor Tiffany served as a Lecturer at the Stanford University Graduate School of Business, a Visiting Professor at the China-Europe International Business School (CEIBS) in Shanghai, and also an Adjunct Professor at The Wharton School of the University of Pennsylvania.

Professor Tiffany is the recipient of several outstanding awards, including the Cheit Award as the outstanding professor in the Berkeley-Columbia Executive MBA program, the Anvil Award as the outstanding professor at the Wharton School, and the Lindback Award as the outstanding professor of the University of Pennsylvania. He is also a well-known bestselling author. His book *The Decline of American Steel* was voted as a world-wide Top-Five finalist in the Booz Allen/Financial Times "Best Business Book of 1998" competition. The first edition went through fifteen printings, and was available in ten languages. He is currently completing a new book titled *Dynamic Capabilities and Modern Management* (Harvard Business School Press, 2013)

Dr. Tiffany has consulted and advised on many MNCs around the world, including Wells Fargo, PepsiCola, Government of Dubai, Deutsche Post DHL, Siam Cement Group, Thai Beverage, Genentech, The Hartford Insurance Co., Statoil, Microsoft, Mohegan Sun Resort and Casino, US Steel, Raytheon, Toyota, Cisco Systems, Banc of America, and MinSheng Bank, among many others. Professor Tiffany earned his MBA from Harvard University, and his Ph.D. from the University of California at Berkeley.

COMPANIES ADVISED AND CONSULTED WITH:

BEST SELLING AUTHOR:



LEADING BUSINESS TRANSFORMATION IN ASIA: STRATEGIES AND LESSONS FOR BUSINESS SUCCESS

FACULTY DIRECTOR:



- Led by Dr. Paul Tiffany, distinguished Professor at Haas School of Business of the University of California, Berkeley
- Senior Lecturer at **Stanford University Graduate Business School**
- Awarded Cheit Award for Outstanding Teaching at Berkeley-Columbia Executive MBA program
- **Awarded Anvrl Award and Lindback Award** as Outstanding Professor at Wharton School of the University of Pennsylvania
- Best-selling author and was voted as a **world-wide Top-Five finalist in the Booz Allen/Financial Times "Best Business Book"**
- Advisor to PepsiCola, Government of Dubai, Deutsche Post DHL, Siam Cement Group, Thai Beverage, Genentech, Statoil, Microsoft, US Steel, Raytheon, Toyota, Cisco, Bank of America, and MinSheng Bank (China), among many others

Dr. Paul Tiffany is currently serving as a distinguished Professor at the Haas School of Business of the University of California, Berkeley. He is a **recognized worldwide authority on strategy and management**. Prior to this, Professor Tiffany was a Lecturer at the Stanford University Graduate School of Business, and he also taught at The Wharton School of the University of Pennsylvania. During his tenure at Berkeley, Professor Tiffany has been awarded many outstanding awards, including the **Cheit Award as the outstanding professor** in the Berkeley-Columbia Executive MBA program, the **Anvil Award as the outstanding professor at the Wharton School**, and the **Lindback Award as the outstanding professor** of the University of Pennsylvania.

Professor Tiffany is also a well-known bestselling author. His book *The Decline of American Steel* has been voted as a world-wide **Top-Five finalist in the Booz Allen/Financial Times "Best Business Book" competition**. Dr. Tiffany has consulted and advised many MNCs around the world, including Wells Fargo, PepsiCola, Government of Dubai, Deutsche Post DHL, Siam Cement Group, Thai Beverage, Genentech, The Hartford Insurance Co., Statoil, Microsoft, Mohegan Sun Resort and Casino, US Steel, Raytheon, Toyota, Cisco Systems, Banc of America, and MinSheng Bank, and many others.

PROGRAM SUMMARY

Program:	Leading Business Transformation in Asia: Strategies and Lessons for Business Success		
Dates:	22 - 23 November 2012 (2 days)		
Location:	Four Seasons Hotel, Singapore	Early Bird 1 (Register & pay by 27 September 2012):	S\$3,350
		Early Bird 2 (Register & pay by 25 October 2012):	S\$3,550
		Regular Tuition Fee:	S\$3,650
		Group Discount:	
		Registration for 2 participants, 10% on 2nd participant. For limited time only by 27 September, registration for 3 participants, the 4th participant will receive a complimentary seat (one discount scheme will apply)	

Note: GST is applicable only to participants from Singapore registered companies.

Program Essence: In this comprehensive two-day executive program *Leading Business Transformation in Asia: Strategies and Lessons for Business Success*, you will learn how organizations undergo remarkable transformation and re-invent themselves into leading companies within their industry and discover why once world-dominant firms such as US Steel, Yahoo and General Motors failed to respond to shifts and lose their competitive edge. Led by Dr Paul Tiffany, who is a distinguished Professor at the University of California, Berkeley and award winning Professor at Stanford University and Wharton, you will analyze the successes and failures of real-life companies using Harvard Business School Case Studies, understand how to anticipate and proactively respond to market shifts, and design the right strategy and roadmap to successfully transform your organization to capture the returns in Asia. You will also discover how to use and execute a new strategic management model "Dynamic Capabilities" to transform your organization. Learn how successful companies such as IBM, Apple, Cadbury, Huawei, Tata, Google and Haier leveraged this model in their organization and underwent remarkable transformation into leading global companies.

Taught by an award-winning Professor from some of the most prestigious universities around the world including Stanford, Wharton and Berkeley, Dr Paul Tiffany is also a well-known bestselling author. His book *The Decline of American Steel* was voted as a world-wide Top-Five Finalist in the Booz Allen/Financial Times "Best Business Book of 1998" competition. The first edition went through fifteen printings, and was available in ten languages.

LEADING BUSINESS TRANSFORMATION IN ASIA: STRATEGIES AND LESSONS FOR BUSINESS SUCCESS

PROGRAM INTRODUCTION

How do some companies achieve successful strategic transformations? Companies that are able to lead strategic transformations and reclaim leading positions in their industries are the exception rather than the rule. The momentum of and commitment to the prevailing strategy usually prevents companies from spotting changes such as a shift in either the market or the technology and eventually leads to companies' financial decline. Few companies make the transformation from their old model to a new one willingly. Typically, they begin to search for a new way forward only when they are pushed and the results are often dismay. In fact, management literature finds that close to 70% of strategies end up in failure.

In this comprehensive two-day executive program Leading Business Transformation in Asia, you will learn how organizations undergo remarkable transformations and re-invent themselves into leading companies within their industry and discover why once world-dominant firms such as US Steel, Yahoo and General Motors failed to respond to these shifts and lose their competitive edge. You will analyze the successes and failures of real-life companies, anticipate external shifts in market, and design the right strategy and roadmap to successfully lead the change in organization to capture the returns in Asia. You will also discover how to successfully execute transformational strategies within your organization using a new strategy model "Dynamic Capabilities" developed by Berkeley Professor David Teece, who is a global thought leader and one of the most cited academic in his field over the past twenty years

By applying the concept of Dynamic Capabilities, many companies underwent successful transformation and re-invented themselves including IBM, Apple, Cadbury, Huawei, Tata and Haier. Throughout the program, you will be challenged and will experiment with new transformative strategies, receive constructive feedback and insights from faculty and leave with specific action steps for resolving current strategy limitations. At the end of the program, you will be better equipped to re-think and re-invent the strategies and tactics of your own organization, re-define what you have to do to succeed in the foggy future of the current marketplace, and then move forward with a new approach that is dynamic in its essence rather than backward-looking and static in design.

KEY TAKEAWAYS:

Through this executive program, participants will be able to learn how to:

- Understand how successful companies manage strategic transformations and how you can embed it into your organization
- Respond to market shifts with innovative services and lead change in order to maintain a competitive edge
- Develop the necessary systems, structures, processes, and incentives to execute current business plans while driving innovation
- Build support in the organization for your new business as it moves through various stages of growth
- Equip yourself with the cutting edge new tools of strategic management that are required for success in today's volatile and constantly changing market environment

PARTICIPANTS MIX:

This executive program is designed for senior and middle-level executives with the following job titles:

- C-Level Executives, Directors, Vice Presidents, Managing Directors, Country Managers, Senior Directors, Senior VPs, General Managers and Managers who have growing responsibilities in their organization and are seeking to expand their business revenue or lead business transformation in their organization
- Middle and Senior-level executives who are involved in strategy design and implementation, business development in Asia and high potential global leaders who are leading and managing teams, and wish to challenge and advance their career to the next level

LEADING BUSINESS TRANSFORMATION IN ASIA: STRATEGIES AND LESSONS FOR BUSINESS SUCCESS

PROGRAM OUTLINE

DAY 1:

Session 1: Why Isn't Current "Strategy" It Working Today?

- The evolution of modern strategic management and the business world of the late 20th Century.
- What went wrong: globalization, technological change, constant connectivity, and the breakdown of the old models
- Where are we today-- and what needs to be done?

Refreshment Break

Session 2: Dynamic Capabilities and Strategic Reinvention: A New Approach

- Are you managing for yesterday... or today? Dynamic Capabilities and Strategic Management
 - The key components: "Sensing, Seizing, and Transforming."
- *Sensing* market change: how is it done?
 - Do you do rational planning only-- or do you also leverage intuition in your planning process?
- *Seizing* new opportunities:
 - What prevents firms from changing when new opportunities are spotted? Issues in behavior and structure.
 - Optimizing the organization for constant transformation.
 - Developing new business models that are customer-centric and shedding impediments to change.
- "Dynamic Capabilities": A New Model of Management for the 21st Century Organization

Lunch Break and Participant Networking

Session 3: Case Analysis

- **Harvard Business School Case Study: Quietly Brilliant: Transformational Change at HTC**
- Small group discussion and case preparation
- Group case presentations and plenary discussion

Refreshment Break

Session 4: Sensing market shift: who does it best, and how is it done

- The story of Apple, Steve Jobs, and market sensing
- "Behavioral Management:" Who do we do what we do?
- Understanding-- and leveraging-- your "knowledge network" in order to sense market change

DAY 2:

Session 1: Seizing identified opportunities: what is important

- The rise of Microsoft and ownership of the industry standard
- Behavioral factors that prevent change-- and what to do about them
- Business models and their limitations when markets (inevitably) shift

Refreshment Break

Session 2: Transforming the Organizational

- Optimizing for change
- Organizational leadership and organization culture
- Managing People and Strategic Execution Excellence

Lunch Break and Participant Networking

Session 3: Case Analysis

- **Harvard Business School Case Study: IBM's Decade of Transformation: Turnaround to Growth**
- Small group discussion and case preparation
- Group case presentations and plenary discussion

Refreshment Break

Session 4: Strategic Reinvention: A Framework for Future Action

- How to Get Started
- Planning to Change
- Program Summary: Where Do We Go From Here?
- Awarding Certificates

REGISTRATION PAGE

Booking Contact (Approving Manager) Mr/Mrs/Ms: _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____
Organisation: _____
Address: _____
Postal Code: _____
 I would like to receive more information on hotel accommodation using Clariden Global corporate rate.

Please register the following participant(s) for this Program:

1st Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____

2nd Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____

3rd Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____

4th Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____

PROGRAM FEES

- 1ST EARLY BIRD FEE: S\$3,350**
(Registration and payment must be received by 27 September 2012)
- 2ND EARLY BIRD FEE: S\$3,550**
(Registration and payment must be received by 25 October 2012)
- REGULAR FEE: S\$3,650**
- GROUP DISCOUNT:** For 2 registrations from the same company and billing source, the 2nd participant enjoys a 10% discount.
For registrations of 3 from the same company and billing source, the 4th participant receives a complimentary seat. One discount scheme applies per company.
Note: GST is applicable only to participants from Singapore registered companies.
Important Notice: Payments are required with registration and must be received prior to the Course to guarantee your place.

PAYMENT METHODS

BY CHEQUE / BANK DRAFT:
Made payable to Clariden Global Pte Ltd and mail to: 3 International Business Park, #04-31, Nordic European Centre, Singapore 609927.

BY TELEGRAPHIC TRANSFER TO:
Bank Name: **DBS BANK**
Bank Branch Code: **027**
Bank Address: **6 Shenton Way, DBS Building, Singapore 068809**
Bank Account No: **027-903583-8**
Bank Account name: **Clariden Global Pte Ltd**
Bank SWIFT Code: **DBSSGSG**

Please note that all bank charges are to be borne by participants. Please ensure Clariden Global receives the full invoiced amount.

Note: Please include invoice number on all payment types and your company's name in your payment instructions for our reference.

CREDIT CARD:
To make payment by credit card, please call our client services hotline at +65 6899 5030.

4 WAYS TO REGISTER



Email: admissions@claridenglobal.com



Fax: +65 6567 4328



Call: +65 6899 5030



Website: www.claridenglobal.com

DATE AND LOCATION

This executive program will be held at:

Four Seasons Hotel, Singapore

22 - 23 November 2012

190 Orchard Boulevard Singapore 248646

Tel : (65) 6734-1110

Fax : (65) 6733-0682

Website : <http://www.fourseasons.com/singapore/>

The fee for this two-day executive program includes all written materials, lunch and refreshments.

HOW TO REGISTER AND PAY

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment can be made by credit card, by bank transfer or by cheque made payable to "Clariden Global Pte Ltd. **ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.**

ACCOMMODATION

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

SPONSORSHIP

INTERESTED IN PROMOTING YOUR ORGANIZATION TO OUR PARTICIPANTS

For more information on sponsorship, tabletop displays & insert opportunities, please contact us at 6899 5030.

CANCELLATIONS AND SUBSTITUTIONS

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue.

Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

ALL CANCELLATIONS MUST BE RECEIVED IN WRITTEN FORM

PLEASE NOTE: Clariden Global Pte Ltd reserves the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled, Clariden Global Pte Ltd will refund the full amount and disclaim any further liability.

ENQUIRIES: If you have any queries about registration or payment please do not hesitate to contact our client services department on +65 6899 5030.

PRIVATE DISCLOSURE STATEMENT: Any information provided by you in relation to this event is being collected by Clariden Global Pte Ltd and will be held in the strictest confidence. It will be added to our database for the primary purpose of providing you with information about future events and services.

Visit us at www.claridenglobal.com for upcoming events

FOR OFFICIAL USE

FEE RECEIVED

L9013/BY/JT