HR SCORECARD: LINKING PEOPLE, STRATEGY AND PERFORMANCE

2017
January 19 – 20
SINGAPORE
Grand Hyatt Singapore

CLARIDEN CREDENTIALS AND ENGAGEMENT
Clariden Global is the pre-eminent and influential global business leadership institution. Today, we host more than 200 global executive education and major conference events around the world. We have partnered with professional organizations such as the Association of Chartered Certified Accounts (ACCA) and thought leaders from prestigious universities such as Harvard University John F. Kennedy School of Government, Wharton School of the University of Pennsylvania and Stanford University.
The Clariden Experience

Why Clariden Global Executive Education?

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Concurrent program: Reinventing Organizational Design and Structure: Optimizing Strategy, People, Processes, Accountabilities and Functions
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Participating Companies

Testimonials

In-house Custom Executive Programs

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Registration
To maximize both your enjoyment and professional development, Clariden Global holds its executive programs at five star hotels, some of which include:

**Shangri-La Hotel, Singapore**
Singapore

Amidst lush gardens, this 3-wing luxury hotel is 6 km from the iconic Marina Bay Sands resort and 9 km from Sentosa.

**InterContinental Melbourne The Rialto**
Melbourne, Australia

Set in a grand 1891 building, this upscale chain hotel is 3 blocks from the Yarra River, and an 8-minute walk from the SEA LIFE Melbourne Aquarium.

**Conrad London St James**
London, United Kingdom

Across the street from St. James’s Park tube station, this sophisticated hotel is 10 minutes’ walk from Buckingham Palace and 2 miles from the Victoria and Albert Museum.

**Grand Hyatt: Union Square San Francisco Hotel**
San Francisco, United States

Less than a block from Union Square, this stylish high-rise hotel is an 11-minute walk from the Moscone Center and 1.9 miles from Pier 39.

Terms & Conditions: Clariden Global PTE Ltd reserves the right to change the venue of the program due to reasons beyond their control.

Contact Kevin Chan, Program Director at +65 6899 5030 | Kevin@claridenglobal.org
WHY CLARIDEN GLOBAL EXECUTIVE EDUCATION?

GLOBAL ENGAGEMENT
Clariden Global is the pre-eminent and influential global business leadership institution. Today, we host more than 200 Global Executive Education and major conference events across 15 countries and 17 cities, including Singapore, London, Hong Kong, Sydney, Melbourne, Perth, New Zealand, San Francisco, Toronto, Johannesburg, Shanghai, Beijing, Kuala Lumpur, Dubai, Toronto, The Netherlands, New York and Zurich.

INTERNATIONALLY DIVERSE, SENIOR-LEVEL PARTICIPANTS
Clariden Global Executive Education programs have attracted participants from more than 5,000 global MNCs, regional corporations, and FORTUNE 500 companies, from more than 40 countries. All applications are reviewed based on professional achievement and organizational responsibility. Designed for individuals at all levels, from top executives to emerging leaders, each intensive program is crafted to equip leaders with essential capabilities to improve corporate performance and position their organizations to thrive.

THOUGHT LEADERSHIP
To provide strategic insights and relevant world-class executive education to global organizations, Clariden Global engages the best thought leaders and leading authorities from around the world. These include professors and faculty leaders from Harvard University, Stanford University, University of Pennsylvania Wharton, London Business School and other premium institutions to deliver transformational knowledge.

Contact Kevin Chan, Program Director at +65 6899 5030 | Kevin@claridenglobal.org
Alan’s excellent training programs are recognized by George Washington University.
**KEY BENEFITS**

- **Embed HR measurements and systems** into your organization linking people, strategy and performance together that managers and CEOs will find compelling.
- **Align the overall business strategy of your organization with key HR drivers of performance** – and thereby creating the “Strategy Map”
- **Implement a “Strategic HR” function** that oversee strategic initiatives that includes covering traditional operational / administrative matters
- **Benchmark** your current and existing metrics against world class companies
- **Leverage the HR Scorecard concept to secure a seat at the top table where HR gains credibility as a strategic partner**, not just an operational support

**WHO WILL ATTEND THIS PROGRAM**

This highly interactive program is designed for but not limited to mid to senior level Human Resources, Business Managers and Strategy Management Professionals who want to widen and strengthen their business discipline and their personal knowledge in successfully aligning human resources with the overall strategy of the organization.
Alan Fell is a leading, internationally recognized and respected specialist, with over 40 years involved in a wide range of strategic performance management disciplines – both in policy formulation and in practical application roles. He is also holding the role as senior associate of the Balanced Scorecard Institute (BSI).

For the past 18 years, Alan has been operating as an independent management consultant and trainer, covering a wide breadth of closely related topics – from performance management, strategic planning and execution through to detailed budgeting and balanced scorecard. He has led more than 300 conferences, public training seminars and customized in-house training concentrating on performance management disciplines in a wide range of international locations, including Singapore, Malaysia, Indonesia, Thailand, Vietnam, China, Africa, Middle East, US and the UK. With respect to his solid experience, Alan is recognized by the George Washington University for his excellent training programs.

Alan was a senior executive with a major UK commercial bank and in his most recent line management role, he was the Head of Planning and Finance for a major division with 3,000 staff. In his Cost Management role, he led a Group-wide cost reduction program, reporting directly to the Group Chief Executive and delivering an 18,000 staff reduction over 3 years, from 108,000 to 90,000 employees.

List of companies Alan has consulted and trained:
- Singapore Electronics Company
- Maybank
- Pacific Assurance Group
- CIMB Bank
- Holcim
- Bank Indonesia
- PTTEP
- TAIB Bank
- Celcom Axiata
- Mars
- Thai Oil Energy Services
- Guinness Anchor Berhad
- PNG Air Services
- Bank of Papua New Guinea
The ultimate underlying factor between excellent and average businesses is that of the people and the culture. Functional leadership on these key dimensions of business success should be with the HR function, but so often HR is relegated to basic administrative activities and thus the consequence being little management focus on developing the people, culture and future leaders of the organization. This highly interactive 2-day “HR Scorecard: Linking People, Strategy and Performance” executive program will focus on creating a strategic HR capability to strive as a core business unit and to steer their organization to optimal performance.

Guided by Strategic Performance Management Specialist recognized by George Washington University, Alan Fell, you will discover the core values of HR scorecard and leverage it to drive strategic HR management within your organization. Through interactive exercises and proven best practices, this program will provide you hands on knowledge in developing HR Scorecard that would lead you to achieve an optimum HR systems, policies and processes that align to your business strategies.

Explore effective ways to assess your HR Key Performance Indicators (KPI) and performance measures that would allow you to make strategic decisions within your organization in order to stay parallel with your business direction. In addition, you will learn how to identify the critical HR deliverables that would support your business growth. At the end of the day, you will walk away with key skills in developing effective HR scorecard that can enhance the value of your organization’s HR function.
Day 1 - *Organisation overall strategy – People & Culture perspective*

**Session 1 - Strengthen your Strategic Management Knowledge through the Introduction of the Balanced Scorecard and the Learning & Growth perspective**

- Overview of the Balanced Scorecard (“BSC”) concept. Does it work..? The benefits of strengthening strategic management through a disciplined use of the BSC concept.
- The crucial concept of “ownership” of strategies, KPIs and initiatives / projects.
- Overview of the key components of a Balanced Scorecard – the ”Strategy Map” and the associated ”KPIs / Performance Measures”.
- The key steps of pragmatically developing and implementing a Balanced Scorecard. A quick overview of the various best known step-by-step methodologies.
  - The Critical Success Factors for a BSC programme.
- The common challenges and problems of BSC development – and how to avoid them.

**Session 2 - Develop HR Scorecard from the Learning & Growth Perspective for an Enhanced HR Systems, Policies and Processes**

- The Learning & Growth perspective: understanding the causal relationship between people, processes, customers and finance.
- The impact on the HR function from a typical business level BSC development. A catalyst to drive for improvements in HR systems, policies and processes.
- Aligning HR strategies to overall business strategies – using the Strategy Map.
- The methodology for developing relevant KPIs to describe each element (“objective”) of the Strategy Map, and the associated performance targets and supporting Initiatives / Projects to deliver the sought-after future performance.
- Case study examples – the L&G perspective within a variety of business Scorecards.

**Session 3 - Developing and Clarifying the Learning & Growth Perspective of Your Organization**

- The L&G strategy map component for your organization.
- The principles of how to “cascade” strategy and measure KPIs from Organization level to Departments, and ultimately to individual employees – creating the Aligned Organisation.

**Session 4 - Assess Relevant KPIs and Performance Measures of HR that Drive Value to Your Organization**

- The process of translating Strategy into KPIs including the prioritization and selection process where we have too many potential KPIs.
- How can we measure..? Addressing one of the most challenging and practical aspects of BSC development. We will explore many of the more commonly used L&G measures, e.g.:
  - Staff skills, training effectiveness, innovation, change management – and many more
- The need for clear definition of each chosen KPI.
- Document the output of this session – Strategy Map and associated KPIs.
Day 2 - Developing the Scorecard for the HR function / department

Session 5 - Clarifying The Overall Role of HR and How It Supports and Aligns with The Organization’s Overall Business Strategy
- Administrative or Strategic? We explore the importance of HR Department having strategic as well as administrative / operational capabilities
- What is a “strategic HR function”? What is the role of the HR function in leading change and innovation, and ensuring that the key governance and behaviour attributes are pro-actively managed across the organization?
- Clarifying the overall SMART Objectives of the HR function – and then aligning the HR strategies to deliver those Objectives
- Examples of HR function Balanced Scorecards
- A brief overview of the cascade of Scorecards to individual employee level

Session 6 - Creating the HR function Strategy Map to Align to Your Business Strategies
- Developing and articulating the strategy of your HR function through the creation of a strategy map. How to ensure alignment with corporate and business unit strategies?
  - Keeping the HR strategy (and BSC) up to date and relevant as the business strategies of the organization respond to a changing unpredictable world.
- What is the role of the HR function in leading change and innovation, and ensuring that the key governance and behaviour attributes are pro-actively managed across the organization?
- Does HR function have the people and skills that it needs to execute its own strategy?

Session 7 - Developing KPIs and Performance Targets to support your HR function Strategy Map
- Gain insights on the KPIs and targets for the HR function
- The methodology for effective cascade and alignment of KPIs as well as strategies
- How to align performance targets and avoid contradictory targets
- Data ownership and reporting formats – for output reports to management
- Brief overview of the management review process of the HR Scorecard – within the HR function itself.

Session 8 - Presentation by each delegate of their proposed HR Function Scorecard
PROGRAM ESSENCE

Reinventing Organizational Design and Structure is a 2-day comprehensive program that will show you how to make smart design decisions in designing your organization structure to enable complex strategies to be executed effectively in today’s competitive environment. You will learn how to set up business strategies and management processes to align its accountabilities effectively in the matrix, and how to engage the right people in implementing challenging organizational changes.

Led by Paul Gustavson, international thought leader and author of two bestselling organizational design books, Paul will show you five key models and tools used to design and transform organization for superior performance starting with...
the organization’s strategy. You will also grasp the knowledge on proven Organizational Design Model to influence your organization’s culture and design high performance organization.

Presenting new frameworks, concepts, and tools that examine in depth how world class companies have tackled today’s design challenges, this program will provide new ways of thinking about design as well as a coherent way to organize existing knowledge about the field. It is an essential program for HR leaders who want to make better organizational design and structure.

**KEY BENEFITS**

- **Benchmark** your organization design and structure against world class companies that have succeeded in today’s competitive environment, including Google, Apple and many others
- **Identify your own organization’s key differentiating strategies** that are essential for a great organization design
- **Design a Change Management Structure & Process** to align with key tools and templates for a successful transformation
- **Determine an organization’s core and enabling processes** and how to categorize the work of these processes and their activities in order to design and align the right organization structures and systems

**WHO WILL ATTEND THIS PROGRAM**

This interactive and comprehensive two-day program is designed to help HR leaders, corporate and strategy professionals and organization development practitioners to gain maximum benefit from transforming organizations in this increasingly challenging environment to stay ahead with competitions. It will focus on core external and internal forces that require changes in your organization and the role of change management structure to ensure the quality and buy in of the design and its successful implementation.

**FACULTY DIRECTOR**

Paul Gustavson

President

Organization Planning & Design Inc

Paul W. Gustavson is a leading management consultant specializing in strategy and organization design, business process improvement, leadership development, the design of high performance teams and work systems, change management and knowledge management. He has co-authored two best-selling book on “Running into the Wind, Bronco Mendenhall, Five Strategies for Building Successful Teams” and “The Power of Living by Design” and his work was featured in over 50 books, company magazines and periodicals, including, Business Week, The New York Times, The Wall Street Journal, Fortune Magazine and many more. His Organizational Design and Planning Model has implemented by his clients and proven successful results.
According to a recent research on Global Human Capital Trends by Deloitte, 92% of the HR leaders ranked organizational design as their key priority in the coming years in order to compete in today’s highly challenging business environment and competitive talent market. Companies are shifting their structures from contemporary functional models towards a more interconnected and flexible teams in order to be a more agile and customer-focused organization. This highly interactive 2-day “Reinventing Organizational Design and Structure: Optimizing Strategy, People, Processes, Accountabilities and Functions” executive program will bring you in-depth overview of how to design and transform your organization in this increasingly evolving and challenging environment.

Led by author of two bestselling organization planning and design books, Paul Gustavson, you will be equipped with critical skills and insights in creating a sustainable organization’s strategy and process to optimize your employees’ performance that drive your organization to your business objectives. Through interactive exercises and proven best practices, this program will provides you with insights on success proven Organizational Design Model to influence your organizations culture and design an optimum performance organization.

Explore on effective ways to identify your organization’s core enabler and unlock the best process to create a highly functional organizational structure. You will also learn the relationship between the results that organizations get or desires and the culture that drives these results and the choices that organizations can make or do make to drive their culture. At the end of the day, you will be expected to walk away with the key principles and tools that could assist you in designing a performance driven organizational structure that align with your organization’s business objective through effective change management process.
Day 1

Session 1: Establish principles and processes to design organizations that create strategic competitive advantages

- Discover the keys to a great organization design that creates competitive advantage is the organization’s form (structure & systems) followed by the process then strategy
- Utilize stakeholder analysis tool to help ensure buy in and the capturing of the hearts and minds of those in each of the key stakeholder groups
- Explore the power of establishing great design principles and critical success factors to guide and ensure a successful organization design
- Explore the various roles needed in a change management structure
- Analyze the five key phases of Design and Transformation:
  1. Charter, Scope and Change Management Structure
  2. Analyze
  3. Design
  4. Implement
  5. Evaluate
- Review the three key tools for analysis:
  1. Environmental scan
  2. Process / technical analysis
  3. Culture / social analysis
- Practical Exercise – Develop a charter and change management structure for your organization design project

Session 2: Creating a sustainable strategy to achieve higher performance

- Gain an understanding of the methodology for defining an organization’s Market Place Positioning
- Master the power of differentiation and create competitive advantage through uniqueness
- Develop a set of principles to guide your organization’s strategy process
- Identify the key elements of a strategy process
- Practical Exercise – Identify the Market Place Positioning of your organization and determine its uniqueness

Session 3: Implementing an Organizational Design Model to influence an organization’s culture, performance and other external outcomes

- Understand the elements of the Organization Systems Design (OSD) model to design high performance organizations that create focus, alignment, and an environment of execution
- Determine an organization’s external influencing factors which impact an organizations choices, culture and outcomes
- Identify the key categories of an organization’s performance outcomes
- Understand the key elements that define a high performance organizational culture
- Study the ten key design choice categories that drive and influence an organization’s culture and its results
- Practical Exercise – Using the USU model to create a gap assessment of your organization’s design between the current state and the ideal future state
Session 4: Identify Your Organization’s Core and Enabling Processes to Obtain an Optimal Organizational Structure

- Identify and review the typical Core processes of an organization (e.g. Strategy Development, Product Development, Demand Creation, Production / Supply Chain / Order Fulfilment)
- Identify and review the typical Enabling processes of an organization (e.g. Finance, Human Resources, Information Technology)
- Identify how to map the sub processes of the organization’s core and enabling processes
- Identify how to map the activities and task for an organization’s sub processes
- Practical Exercise – Identify and map your organizations key processes and identify which are core & enabling

Day 2

Session 5: Categorization of Work

- Review the methodology to identify and categorize the organization’s most important and unique work
- Identify and categorize the organization’s business essential work
- Review the methodology to identify and categorize the organization’s compliance work
- Practical Exercise – Categorize your organization’s processes and determine which are unique and a source of competitive advantage, and which are essential staying in business

Session 6: Principles and tools for designing an organizational structure to align with your organization’s categorized core and enabling work processes

- Learn how to design and align around an organization’s core and competitive enabling processes
- Study the principles and approach to designing and aligning around an organization’s business essential and compliance work
- Analyze the hierarchy of structure design for an organization to work at its best
- Explore the best practices of principles and methodologies for sizing and resourcing an organization’s design structure (teams, departments, etc.)
- Practical Exercise – Apply the principles and design methodology to determine the optimum organization design result from your core and competitive processes

Session 7: Acquire the knowledge needed to support your organizational design structure

- Identify the key performance requirements for the new organization design
- Determine the different types of knowledge necessary to deliver those performance requirements
- Study the appropriate learning processes for the different types of knowledge required to achieve the performance requirements
- Examine the organizational design elements (e.g. communities of practice) needed to support the learning processes, to develop the capabilities and to achieve outstanding performance
- Practical Exercise – Identify the key roles needed to support the organization’s design and begin to develop a performance model for those roles
Session 8: Applying the Organization Planning Model

- Learn the principles and tools to identify your organization’s “future state”
- Explore the tools to analyze and determine your organization’s “current state”
- Identify the key plans (activity plan, management plan, commitment plan, measurement plan and stabilization plan) associated with transitioning an organization from its “current state” to its “ideal future state”
- Study the renewal processes needed to minimize design drift and ensure the continuous organizational performance improvement
- Practical Exercise – Using the Organizational Planning Model, develop a project plan for your organization design project
PARTICIPATING COMPANIES

More than 5,000 companies have participated in our programs

ADVERTISING, INTERNET, MEDIA, PUBLISHING
BBC Worldwide
CNN
eBay
LinkedIn
MediaCorp
Saatchi & Saatchi
Singapore Press Holdings
The Financial Times
The Hoffman Agency
The Walt Disney Company
Thomson Reuters

GOVERNMENT, NONPROFIT
Australian Securities and Investments Commission
Central Provident Fund Board
Changi Airport Group
Economic Development Board
GIC
NSW Treasury
Serco
Temasek Group

HEALTHCARE, PHARMACEUTICALS
Abbott Laboratories
Eu Yan Sang
Glaxosmithkline
Hoffmann-La Roche
Johnson & Johnson
Merck
Pfizer
Sanofi

HOSPITALITY
CapitaLand
Far East Organization
Frasers Hospitality
Hilton Worldwide
Marriott Hotels
Pan Pacific Hotels Group
Shangri-La Hotels & Resorts

MANUFACTURING (CONSUMER)
British American Tobacco
Estee Lauder
Fonterra Brands
Heineken
Kimberly-Clark
Kraft Foods
Lego
Mars Foods
Nestlé
Procter & Gamble
Unilever

MANUFACTURING (INDUSTRIAL)
Airbus
Corning Optical Communications
Daimler
Harley Davidson
Intel Semiconductor
Rolls-Royce
Volvo Group
Wearnes Automotive

OIL & GAS, NATURAL RESOURCES
Caltex
Chevron
ConocoPhillips
ExxonMobil
Maersk

PETRONAS
Santos
Saudi Arabian Oil
Schlumberger
Shell

PROFESSIONAL SERVICES
AECOM
Aon Hewitt
Ernst & Young
PricewaterhouseCoopers

RETAIL, TRADE
Adidas
Cargill
DFS
Harvey Norman
Hennes & Mauritz
IKEA
L’Oreal
Marks and Spencer
NTUC Fairprice
Tesco

TECHNOLOGY, ELECTRONICS
3M
Apple
Canon
Dell
Hewlett Packard
Intel Technology
Lenovo
Micron Technology
Microsoft
Oracle
SAP
Sony Electronics
TE Connectivity

TELECOMMUNICATIONS
Ericsson
Nokia
Olive Communications
Singtel
Starhub
Tata Communications
Telstra
Verizon
Vodafone

TRANSPORTATION
Auckland Transport
Cathay Pacific Airways
Dubai Air Navigation Services
New Zealand Transport Agency
Fiji Airways
Metro Trains Melbourne
NSW Trains
SBS Transit

Contact Kevin Chan, Program Director at +65 6899 5030 | Kevin@claridenglobal.org
FACULTY DIRECTOR
ALAN FELL’S TESTIMONIALS

“Excellent content presented by an excellent instructor.”

Finance manager
KAUST, Saudi Arabia

“Interesting & Enriching! The event surely gives me plenty of valuable insights that are very beneficial to me in doing my job better.”

Head, Budget & Control
PT Federal International Finance

Contact Kevin Chan, Program Director at +65 6899 5030 | Kevin@claridenglobal.org
Alan Fell is a leading, internationally recognized and respected specialist, with over 40 years involved in a wide range of strategic performance management disciplines – both in policy formulation and in practical application roles. He is also holding the role as senior associate of the Balanced Scorecard Institute (BSI). He has led more than 300 conferences, public training seminars and customized in-house training concentrating on performance management disciplines in a wide range of international locations, including Singapore, Malaysia, Indonesia, Thailand, Vietnam, China, Africa, Middle East, US and the UK. With respect to his solid experience, Alan is recognized by the George Washington University for his excellent training programs.

CONTACT US

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IN-HOUSE CUSTOM EXECUTIVE PROGRAMS

Clariden Global delivers custom learning programs for organizations all around the world. Whatever your business challenges are, we create focused learning experience that enables your organization to achieve success. Through partnerships with the most renowned thought leaders, industry experts and professors from around the world, these in-house custom executive programs will equip you with essential skills and capabilities to develop and implement strategies more effectively at your organization.

Engage with our thought leader today:

Alan Fell
Director

Alan Fell is a leading, internationally recognized and respected specialist, with over 40 years involved in a wide range of strategic performance management disciplines – both in policy formulation and in practical application roles. He is also holding the role as senior associate of the Balanced Scorecard Institute (BSI). He has led more than 300 conferences, public training seminars and customized in-house training concentrating on performance management disciplines in a wide range of international locations, including Singapore, Malaysia, Indonesia, Thailand, Vietnam, China, Africa, Middle East, US and the UK. With respect to his solid experience, Alan is recognized by the George Washington University for his excellent training programs.
We encourage you to learn more about Clariden Global Executive Education custom and open-enrollment programs. Our staff will be happy to answer your questions and help you determine the programs work best for you and your organization.

**ENQUIRY FOR THIS PROGRAM**

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**REGISTRATION & PAYMENT MATTERS**

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**CUSTOMIZED PROGRAMS**

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**PROGRAM FEES**

<table>
<thead>
<tr>
<th>Program</th>
<th>1st Early Bird Fee (if payment &amp; registrations are received by 6 Dec 2016)</th>
<th>2nd Early Bird Fee (if payment &amp; registrations are received by 3 Jan 2017)</th>
<th>Regular Fee Per Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program A (19 - 20 January) HR Scorecard Linking People, Strategy and Performance</td>
<td>$2,595</td>
<td>$2,795</td>
<td>$2,895</td>
</tr>
<tr>
<td>Program B (2 - 3 February) Reinventing Organizational Design and Structure: Optimizing Strategy, People, Processes, Accountabilities and Functions</td>
<td>$2,595</td>
<td>$2,795</td>
<td>$2,895</td>
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**4 WAYS TO REGISTER**

- **Email:** admissions@claridenglobal.com
- **Fax:** +65 6567 4328
- **Call:** +65 6899 5030
- **Website:** www.claridenglobal.com

**GROUP DISCOUNTS**

Group discount of 10% for the 2nd participant from the same organization. For limited time only by 3 January 2017 register 3 participants and the 4th participant will receive a complimentary seat.

*One discount scheme applies.*

Please register the following participant for this seminar.

[ ] I would like to receive more information on hotel accommodation using Clariden Global corporate rate.

**3 PAYMENT METHODS**

- **By Cheque/Bank Draft**
- **By Telegraphic Transfer**
- **By Credit Card**

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 details will be sent together with the invoice based on your preferred payment method.

**ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.**

**VENUE AND ACCOMMODATION INFORMATION**

Grand Hyatt Hotel, Singapore

- 19 - 20 January & 2 - 3 February 2017
- 10 Scots Road
- Singapore, Republic of Singapore, 228211
- +65 6738 1234

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.

**CANCELLATIONS AND SUBSTITUTIONS**

All cancellations must be received in written form.

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.

**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.