

Kaplan-Norton Official Balanced Scorecard Certification Boot Camp™

To be held at Hotel JW Marriott, Juhu, Mumbai, India, October 8 to 12, 2012

First time to be held in India, after a successful 55 boot camps have been held worldwide!

The Palladium Group founded by Drs Kaplan and Norton, USA, invite you to join the global movement to become Kaplan-Norton Balanced Scorecard Certified™

- ▶ Improve your strategy management and execution expertise. Expand your network and build your credentials.
- ▶ Become a member of the exclusive global community of official Kaplan and Norton Balanced Scorecard Certified Practitioners.
- ▶ Highly interactive content delivery including case studies and simulation.

This is a unique opportunity to attend the first course in India at reduced fees

www.thepalladiumgroup.com/events



Dr Robert Kaplan



Dr David Norton

Register today for your opportunity to become Kaplan-Norton Balanced Scorecard Certified™ – the Gold Standard in Balanced Scorecard Certification.



"Our Balanced Scorecard has helped us comprehensively align our strategies across our organization in a structured manner, and has helped us deliver superior performance consistently and predictably in all facets of our operations"

CEO & Managing Director, Infosys Technologies

What is the Kaplan-Norton Balanced Scorecard Certification Program™?

Research shows that a majority of organizations fail to achieve their mission and are unable to deliver results promised by their strategic and operational plans. The reason behind such failure most often lies not with the strategy, but the organization's ability to execute it.

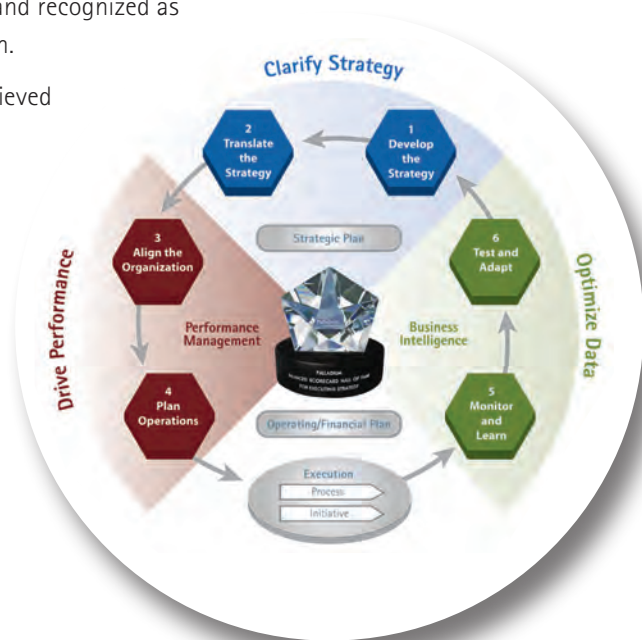
The Palladium Group Kaplan-Norton Balanced Scorecard Certification Program improves strategy execution expertise and capabilities through education, real world experience, and professional qualification. The curriculum is designed to teach the Palladium Execution Premium Process™ (XPP), based on the Kaplan-Norton Strategy Management System. It is the only certification course endorsed by the creators of the Balanced Scorecard, Drs Kaplan and Norton and recognized as the gold standard for strategy practitioner training and certification.

The Hall of Fame Awards honors those organizations that have achieved superior performance, many of which include the following India based organizations:

- Hindustan Petroleum Corporation Limited
- Infosys Technologies
- Lakshmi Machine Works Ltd
- North Delhi Power Ltd
- Reliance Industries
- Tata Motors
- Trent Limited

Join the strategy management elite!

Over 1,200 strategy management professionals are enrolled in the Kaplan-Norton Balanced Scorecard Certification Program™ and more are joining everyday.



Who should attend?

This is a not to be missed course for CEOs, Directors, Heads of Departments and Entrepreneurs and Executives in the Strategy formulation, execution related function.

- Government & Public Sector Units
- Private Sector Organizations/Firms
- Manufacturing Organizations (such as Engineering, Pharmaceutical, Textiles)
- Service Sector Organizations/Firms (such as IT, HR, Healthcare, Hospitality, Education, Tourism)
- Professionals in HR, Performance Management, Training, L&D, Capability Dept, CLOs & Strategy Dept.

"The Kaplan-Norton approach has helped us clarify our strategic objectives and align our efforts to them. The Balanced Scorecard has become the method to communicate and implement change as we become a more customer-focused, learning organization"

Chairman & Managing Director, Hindustan Petroleum Corporation Limited



ABOUT FEIL – Forum for Emotional Intelligence Learning (FEIL) is a worldwide recognized body in the field of developing quality leadership & training people in EI abilities. FEIL is a result of dedicated efforts of EI practitioners and proponents of Indian academia and industry. Formed in April 2008, FEIL stands for the core purpose of liberating human potential for a better tomorrow. FEIL aims to establish itself as a world-class association of dedicated practitioners and academicians committed to sustainable development for a peaceful and fulfilling society. It also aspires to leverage education and training to enhance compassionate leadership and promote emotional literacy by incorporating EI in the curriculum. With members profile ranging from industry veterans to academicians, FEIL enjoys the harmonized blend of corporate and scholastic views. Visit www.ifeil.org

About the Kaplan-Norton Balanced Scorecard Certification Program™



Certified Graduate

The Graduate level of certification is designed for strategy professionals and business leaders who are seeking to become certified in the detailed body of knowledge of the Kaplan-Norton Strategy Management System (SMS). Candidates must complete the 5-day certification Boot Camp to prepare for and pass the online exam within 12 months to earn certification. Candidates will dive deep into the stages of the Kaplan-Norton Strategy Management System and learn the specific skills, tools, and enabling foundations needed to clarify the strategy, drive performance and optimize data for better decision-making. Candidates are adept at using the BSC and Dashboards to develop the strategy; translate the strategy; align the organization; plan operations; and test and adapt the strategy.



Certified Practitioner

The Practitioner level of certification is designed for strategy and performance professionals who are seeking to become Certified Practitioners in the mastery of the Kaplan-Norton SMS and practical application of the concepts. Candidates must complete and submit an application for review by the Certification Board which will require one letter of testimonial and work-product examples of a Strategy Map™ and Balanced Scorecards. Practitioner candidates are recognized as experts of strategy management and exemplify the skills and experience required to successfully implement a sustainable strategy management process in an organization.

How do I become Certified?

1. Attend the 5-day Kaplan-Norton Boot Camp

Both Kaplan-Norton BSC Certified Graduate and Certified Practitioner candidates must complete the 5-day Kaplan-Norton Balanced Scorecard Certification Boot Camp.

2. Pass the Certification Exam

Delegates who have completed the Kaplan-Norton Certification Boot Camp may register to take the exam to become Kaplan-Norton BSC Certified. The certification exam is oriented on the Kaplan-Norton strategy execution approach, the six stages of Palladium's XPP, and associated best practices.

3. Advance to Kaplan-Norton BSC Certified Practitioner

Kaplan-Norton BSC Certified Graduates who wish to advance to Certified Practitioners may apply online at: thepalladiumgroup.com/getcertified for an application. Applicants must present BSC work examples, as well as a letter of testimonial to the quality and impact of their BSC work that will be reviewed by the Certification Advisory Board.



Certified Enterprise

Enterprise Certification is a new level of the Palladium Kaplan-Norton Balanced Scorecard Certification Program designed for organizations. For more information, please contact us at mumbaicbc@thepalladiumgroup.com

For more information about the Boot Camp please contact us at mumbaicbc@thepalladiumgroup.com

2012 Kaplan-Norton Balanced Scorecard Certification Boot Camp™ Agenda

DAY 1

Registration and Welcome Coffee

Introduction – Kaplan-Norton Strategy Management System

MODULE 1: DEVELOP THE STRATEGY

1.1 Develop the Strategy

Morning Tea Break

1.2 Affirm Mission and Values and Quantify the Vision

Lunch

1.3 Perform Strategic Analysis

1.4 Formulate Strategy

1.5 Decompose Value Gap

Afternoon Tea Break

1.6 Implement Planning Cycle

1.7 Enhance Vision with Themes

DAY 2

Welcome Coffee

MODULE 2: DEVELOP THE STRATEGY

2.1 Translating Strategy Overview

2.2 Design Strategy Map with Linked Strategic Objectives

Morning Tea Break

2.3 Define Measures

2.4 Define Targets

Lunch

2.5 Prioritize Strategic Initiatives

2.6 Authorize and Protect Strategy Funding

2.7 Assign Accountability

2.8 Identify Key Risk Indicators

MODULE 3: ALIGN THE ORGANIZATION

3.1 Align the Organization

Afternoon Tea Break

3.2 Align Business Units to Corporate Strategic Priorities

3.3 Align Support Units

DAY 3

Welcome Coffee

3.4 Communicate Strategy

3.5 Align Individual Goals

3.6 Define the Corporate Strategy

3.7 Align Key Customers

Morning Tea Break

3.8 Align Key Suppliers

3.91 Align the Board

3.92 Align Compensation

Lunch

MODULE 4: PLAN OPERATIONS

4.1 Set Priorities for Strategic Processes

4.2 Integrate Financial and Resource Capacity Planning with the Strategy

4.3 Use Process Models to Operationalize the Strategy

Afternoon Tea Break

BSC Implementation Success Stories

4.4 Perform HR Planning

4.5 Perform IT Planning

DAY 4

Welcome Coffee

4.6 Develop Risk Mitigation Initiatives

4.7 Create Operational Dashboard

4.8 Use Process / Driver Models

Morning Tea Break

4.9 Establish Cross-Business Teams

MODULE 5: MONITOR AND LEARN

5.1 Conduct Operational Review Meetings

Lunch

5.2 Conduct Strategy Review Meetings

5.3 Manage Initiatives

5.4 Review Risk Management Plans and Processes

MODULE 6: TEST AND ADAPT

6.1 Test the Strategy's Cause and Effect Relationships

Afternoon Tea Break

6.2 Test Robustness of the Strategy

6.3 Use Decision Analytical Models

DAY 5

Welcome Coffee

MODULE A – LEAD THE CAMPAIGN

A.1 Drive the Strategy Execution Agenda

A.2 Define Strategic Change Agenda

A.3 Align Executive Team Behavior with the Strategy

A.4 Establish the OSM

Morning Tea Break

MODULE B – BUILD TECHNOLOGY INFRASTRUCTURE

B.1 Business Intelligence Strategy

B.2 Information Management and Delivery

B.3 Data Governance

Lunch

MODULE C – BUILD TECHNOLOGY INFRASTRUCTURE

C.1 Establish OSM as Strategy Management Designer

C.2 Make OSM the Process Owner

C.3 Use OSM to Integrate other Strategy Execution Processes

C.4 Provide Staff Resources

Afternoon Tea Break

C.5 Establish Senior Reporting Level

A case study of BSC implementation in HPCL, Mr Ashis Sen

Conclusion

Please note that agenda is subject to change

For more information about the Boot Camp please contact us
at mumbaicbc@thepalladiumgroup.com

Why become Kaplan-Norton Balanced Scorecard Certified™?



1. Validate your proficiency in all aspects of strategy execution

Carrying the distinctions of both Palladium and Harvard Business School Publishing, Kaplan-Norton Balanced Scorecard Certification™ improves your knowledge of strategy management and your credentials by validating proficiency in all aspects of strategy execution.

2. Raise your profile in a competitive market

Kaplan-Norton Balanced Scorecard Certification™ improves your market and professional value by demonstrating comprehensive command of BSC methodologies and SFO best practices.

3. Join a prestigious community of BSC practitioners

Kaplan-Norton Balanced Scorecard Certification™ improves your professional network by joining a prestigious community of BSC practitioners.

Here's what you will receive.

- Intensive, five-day Certification Boot Camp focused on the most critical elements of the Kaplan-Norton Strategy Management System and the five principles of the Strategy-Focused Organization. The gold standard in Balanced Scorecard certification.
- Course materials, arrival tea/coffee, morning and afternoon tea, lunch and a networking reception on Wednesday evening.
- Certificate of Boot Camp Completion.
- Balanced Scorecard Online Newsletter membership and access to a library of BSC tools, templates, and articles.
- Opportunity to take the certification exam and have access to extensive exam preparation materials available via the certification candidate portal.

Upon Passing The Exam:

- Numbered, leather-bound diploma signed by Drs Kaplan and Norton.
- One year membership to the global private Certification Group in the Palladium Execution Premium Community (XPC).
- Use of Certified Graduate mark in your email signature and other correspondence.
- Listing as a credentialed Certified Graduate in the Palladium Kaplan – Norton Balanced Scorecard Certification Registry.

Advance to Certified Practitioner

- USD \$995 fee for application to Certified Practitioner credentials. Upon award, usage of the Certified Practitioner mark and featured listing in the Palladium Kaplan – Norton Balanced Scorecard Certification Registry for Certified Practitioners.

For more information please contact us at mumbaicbc@thepalladiumgroup.com

Certification Renewal:

- There are requirements and a nominal fee to maintain certification, please contact us at mumbaicbc@thepalladiumgroup.com for further details on certification renewal.

*Note: Palladium Group reserves the right to restrict participation in the Certification and Boot Camp to ensure the intent, integrity and quality of the program.

For more information about the Boot Camp please contact us
at mumbaicbc@thepalladiumgroup.com

2012 Kaplan-Norton Balanced Scorecard Certification Boot Camp™

Register and pay by July 31, 2012 and receive a reduced Early Bird rate!

OCTOBER 8 TO 12, 2012 MUMBAI INDIA

TIME: 8.30 am – 5.30 pm
LOCATION: J W Marriott Hotel,
Juhu Tara Road,
Juhu, Mumbai 400 019
PHONE: +91 22 6693 3021



REGISTRATION FEES

		Individual	Group of 4	Group Savings
Early Bird by 31st July	Boot Camp only	Rs 2,00,000	Rs 7,20,000	Rs 80,000
Full Price after 31st July	Boot Camp only	Rs 2,20,000	Rs 8,00,000	Rs 80,000

Note: 12.36% service tax is to be charged in addition to the above fees.

Please note, should registrants wish to take the exam to become Kaplan-Norton Balanced Scorecard Certified, an additional fee of USD 500 applies to the above fees. For more details, please contact us at mumbaicbc@thepalladiumgroup.com

REGISTER NOW – IT'S EASY

Four easy ways to register and pay:

ONLINE : www.thepalladiumgroup.com/events

BY FAX: Complete this registration form and fax to Ms Devika Hate on +91 22 22821819

MAIL: Send to Ms Devika Hate C/o HPCL, 3rd Floor, Petroleum House, Churchgate, Mumbai 400 020

BY PHONE: Call Ms Devika Hate on +91 22863735/22863313

DELEGATE INFORMATION

☐ Mr ☐ Mrs ☐ Miss ☐ Ms ☐ Dr

First Name	Middle Name	
Last Name	Position	
Organization	Industry	
Address		
City	State	Pincode
Phone	Fax	
Email		
Email 2		

DETAILS OF PAYMENT	Amount Payable	Date
Bank Name	Branch	
Mode of payment (Cheque/Demand Draft/RTGS Transfer No.)		

For group registrations, please provide names:

Attendee 1:
Attendee 2:
Attendee 3:
Attendee 4:

PAYMENT OPTIONS

☐ OPTION 1:

Fill out this registration form along with crossed cheque / Demand Draft payable to: FORUM FOR EMOTIONAL INTELLIGENCE LEARNING, payable at Mumbai and mail it to:
Ms Devika Hate
C/o HPCL, 3rd Floor, Petroleum House,
Churchgate, Mumbai-400 020
Tel: +91 22863735/22863313
Fax: +91 22 22821819

☐ OPTION 2:

RTGS to the following Account :
Bank Name : Union Bank Of India
Branch Code: UBIN0531791
Branch Address: 66/80, 518 Fort, P. B. No. 253, 518,
Mumbai Samachar Marg, Mumbai- 400 023
MICR Code: 400026002
Current A/c Number: 317901011012949
IFSC code of the Branch: UBIN0531791

FEIL PAN AND SERVICE TAX REGISTRATION NOS:

PAN NO : AAAAF1034C

Service Tax No. : AAAAF1034CST001

For any queries or assistance with registering, please contact:

Mr Rajesh Jain: +91 9004038340

Mr Ashis Sen: +91 9920234669

Email: mumbaicbc@thepalladiumgroup.com

CONDITIONS: Only Indian nationals or those employed in India are eligible to participate. Palladium Group / FEIL reserve the right to refuse entry.

Upon receipt of payment your place will automatically be reserved. To be eligible for the early bird rate both registration and payment must be processed prior to July 31, 2012.

After this date registrations will be processed at the applicable regular rate. All registrations will be processed in INR. All bank administration/ provision charges will be borne by payer.

CANCELLATIONS: If you are unable to attend, a substitute is welcome at no extra charge. Please notify us in writing as soon as possible at mumbaicbc@thepalladiumgroup.com. Registered delegates who do not attend will still be liable for the full fee.

Palladium Group / FEIL reserve the right to cancel and / or postpone the event due to unforeseen circumstances. Some speakers or topic changes may occur.

LIABILITY: Palladium Group and FEIL shall not be held liable for personal losses or damage of private property of registered participants of the event. Participants should make their own arrangements with respect to personal insurance. In the event of travel disruptions, for any reason, the organizers will not be responsible for any loss incurred by participants.

Agenda subject to change.

Registrations close on August 31, 2012. As places are limited, reservations will be taken on a first come first serve basis.

This is a non-residential program and participants are requested to make their own arrangements for stay during the program. However subject to availability, accommodation at the corporate rate at the hotel may be made available. For assistance, please contact Mr Rajesh Jain.

ABOUT THE PALLADIUM GROUP – The Palladium Group, founded by leading management thinkers Dr. Robert S. Kaplan and David Norton, is the global leader in helping clients address their most challenging and pressing Strategy Execution issues by providing an integrated set of services designed to deliver tangible results and leave lasting capabilities. Palladium Group has offices throughout North America, Europe, the Middle East, and Asia-Pacific. With a successful track record of clients, Palladium Group is dedicated to understanding and addressing the strategic issues unique to the Asia-Pacific region. Our work with the region's most influential organizations means we're uniquely positioned to guide you in each of our six focus areas: • Strategy Design • Strategy Management • Innovation • Leadership for Execution • Operational Performance • Risk & Governance. To find out more about Palladium Group, visit: <http://www.thepalladiumgroup.com>