



# 2007

## Balanced Scorecard

# Asia Pacific

# Summit

## Innovation in Strategy Execution

30 – 31 October 2007, Westin Tokyo, Japan

### Featured Speakers

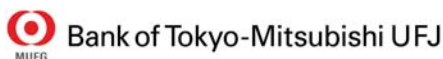


Dr. Robert S. Kaplan,  
Harvard Business School



Dr. Venkat Ramaswamy,  
Centre for Experience Co-Creation, University of Michigan

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# 2007 Balanced Scorecard Asia Pacific Summit

## Innovation in Strategy Execution

### A MESSAGE FROM THE EXPERT



Dear Colleagues

I am pleased to invite you to attend the 2007 Balanced Scorecard Asia Pacific Summit and Hall of Fame Awards for Executing Strategy™, being held for the first time in Tokyo 30 – 31 October 2007.

‘Innovation in Strategy Execution’, brings together some of the brightest minds in business to share new ideas, methods, tools and success stories at the 2007 Asia Pacific Summit.

Join me and invited speakers from leading organisations from around the world including Japan, China, Korea, India, USA and Africa. I will present my latest thinking on ‘Innovation in Strategy Execution’, demonstrating how organisations that continually innovate can realise more impressive results over their competitors. You will also have the opportunity to gain an understanding of the exciting concept of Experience Co-Creation with Venkat Ramaswamy, co-founder of the Experience Co-Creation Partnership.

‘Innovation’ is recommended to be a dominant theme on everyone’s Scorecard. Be part of the 2007 Summit: Innovation in Strategy Management and associate your brand and market position with the drive to realise innovation for business results.

Best Regards  
Dr. Robert S. Kaplan

### WHY ATTEND

Strategy execution and innovation are the top two concerns for senior executives. Combining leading edge approaches for strategy execution and innovation is a powerful way to create competitive advantage through innovation in product design, business processes, customer interaction, and “management thinking”.

Harnessing the value of excellence in execution with innovation will lead to:

- Sustained and steady top-line growth
- Profit growth
- Speed, flexibility, adaptability to change
- Customer loyalty and retention
- Speed to market
- (Product) Innovation

#### The Summit will answer the following questions:

- What kind of strategies are succeeding in today’s marketplace?
- How are customer expectations and value propositions changing? How should our strategy change to reflect this?
- How can we innovate for sustainable growth – not just in products and services, but in management approaches – to create a competitive advantage?
- What is state-of-the-art in strategy execution? What are the critical components, and how do we link them together into an integrated strategy execution system?
- How can we create a seamless link from strategy to operations? How do we reconcile top down strategy with bottom-up execution? How do we make our strategy more operational and our operations more strategic?
- How do we move from a budget-centric organisation to a Strategy-Focused Organisation (SFO)? How do we align intangible assets like human and information capital to strategy?
- How can we capture greater synergies across our business and support units? How can they work together more effectively to support the strategy?
- How do we create a high performance culture? What structural and change management approaches have proven to be most effective?

#### Use this event to:

- Shape your leadership agenda for delivering better strategy execution and ongoing sustainability in the global marketplace
- Network with high-level decision makers across Japan and the Asia Pacific region in a unique and inspiring environment.
- Meet and discuss with a powerful line-up of leading organisations from the region.
- Take away exclusive materials from the experts designed specifically for this event to assist you in your strategy execution efforts.

### WHO SHOULD ATTEND

- CEO’s, Managing Directors, Presidents and Senior Executives who want to realise dramatic strategic improvements
- Head of Departments, Strategic Planners, HR Executives and Training Directors instrumental in aligning strategy to business processes
- CFO’s and Senior Financial Executives should attend to develop a holistic view of organisational performance
- Public Sector Administrators, especially those responsible for implementing strategy
- Scholars of corporate strategy and organisational behaviour
- Head of Research and Development and Product Managers

## MEET THE SPEAKERS

### Dr. Robert S. Kaplan, Baker Foundation Professor, Harvard Business School



It is widely believed there are few people who have contributed so significantly to business strategy. His credentials speak for themselves.

Dr Robert Kaplan is Baker Foundation Professor at the Harvard Business School. Kaplan joined the HBS faculty in 1984 after spending 16 years on the faculty of the business school at Carnegie-Mellon University, where he served as Dean from 1977 to 1983. Kaplan received a B.S. and M.S. in Electrical Engineering from M.I.T., and a Ph.D. in Operations Research from Cornell University. In 1994, he was awarded an honorary doctorate from the University of Stuttgart.

Dr Kaplan's research, teaching, and consulting focus on linking cost and performance management systems to strategy implementation and operational excellence. He has been a co-developer of both Activity Based Costing and the Balanced Scorecard and has authored or co-authored 12 books, 16 Harvard Business Review articles, and more than 120 other papers. Kaplan is currently working on a new book on time-driven activity-based costing.

### Dr. Venkat Ramaswamy, Professor of Marketing and Director, Center for Experience Co-Creation, University of Michigan



Venkat Ramaswamy is the Professor of Marketing and Director of the Center for Experience Co-Creation at the Ross School of Business at the University of Michigan. Professor Ramaswamy received his Ph.D. in marketing from the Wharton School, University of Pennsylvania. He is a globally recognised thought leader, idea practitioner, and an eclectic scholar with wide-ranging interests in innovation, strategy, marketing, branding, IT, operations and the human side of the organisation.

He is a prolific author and has contributed numerous articles including the Harvard Business Review article "Co-opting Customer Competence", the Strategy & Business article "The Co-creation Connection", and the 2004 MIT-Price WaterhouseCoopers award-winner "The New Frontier of Experience Innovation", published in the Sloan Management Review. He is co-author with C.K. Prahalad of the acclaimed book "The Future of Competition: Co-creating Unique Value with Customers" (Harvard Business School Press, 2004), chosen by Business Week as one of the Top 10 business books of 2004 and Strategy & Business as one of the best strategy books of 2004.



**Mr. Kuroyanagi,**  
President,  
The Bank of Tokyo Mitsubishi UFJ, Ltd



**Mr. Richard Gerstenberg,**  
Operating Officer,  
Nippon Boehringer Ingelheim Co., Ltd



**Ms. Tomoko Muguruma,**  
Manager (eS-SEM Project Team, Management Planning Board), SHARP Corporation



**Mr. Derek Cheng,**  
Deputy General Manager, Finance Department,  
China Resources (Holdings) Company Limited



**Mr. Matthew Tice,**  
Managing Director Asia Pacific,  
Palladium Group



**Mr. Sanjay Purohit,**  
Associate Vice President and Head -  
Corporate Planning, Infosys Technologies Ltd, India



**Senior Government of Botswana Official**  
(to be advised)



**Dr. Michiharu Sakurai,** Visiting Professor of Accounting,  
School of Business and Information,  
Josai International University



**Professor Takeo Yoshikawa,**  
Professor of Management Accounting,  
Graduate School of Business Administration,  
Yokohama National University,  
Visiting Professor, Edinburgh University


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DRIVEN BY VALUES

The Government of Botswana 

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# 2007 Balanced Scorecard Asia Pacific Summit

## Innovation in Strategy Execution

### SUMMIT DAY 1 - 30 OCTOBER 2007

7:30 **Registration**

9:00 **Welcome and Opening Address - Mr. Matthew Tice, Managing Director Asia Pacific, Palladium Group**

9:15 **Session I - Dr. Robert S. Kaplan, Baker Foundation Professor, Harvard Business School**

#### Closing the Strategy Execution Gap



Recent research reveals that strategy execution is the number one concern in executive suites today. Organisations with formal strategy execution processes dramatically outperform the rest. So how can you build and sustain a core competency in strategy execution? Bob Kaplan will present an integrated model that links strategy to operations through key processes and resource requirements.

10:30 **Morning Tea**

10:50 **Session II - Mr. Kuroyanagi, President, The Bank of Tokyo Mitsubishi UFJ, Ltd**

#### Innovating the Strategy Management Process



The Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) is one of the world's largest financial institutions. Headquartered in Tokyo, the bank employs 34,000 worldwide in 900 branch offices in Japan and 100 branch offices abroad. Learn from the first Japanese recipient of the Hall of Fame for Executing Strategy award how it created an integrated strategy management system, built around the Balanced Scorecard, as the bank-wide tool for strategic management and performance evaluation.

11:20 **Session III - Dr. Robert S. Kaplan, Baker Foundation Professor, Harvard Business School**

#### A New Way of Managing



Managing strategy successfully requires cross functional alignment and dialogue, it is different from managing functions. Conventional organisation structures, processes and constructs reinforce local business unit of functional silos. This conflict is one of the major causes of failing to execute corporate strategies. Dr. Kaplan will explore the methodology of managing by strategic theme, issue based strategy review meetings, forming 'theme teams' and the role of the Strategy Management Officer in driving, aligning and integrating strategy management processes. He will also address the demise of cost and profit centres; every unit, by contributing to effective strategy execution, has the opportunity to create profit.

12:50 **Lunch**

1:50 **Session IV - Mr. Richard Gerstenberg, Operating Officer, Nippon Boehringer Ingelheim Co., Ltd**

#### Innovations in Alignment and Change Management



Nippon Boehringer Ingelheim is the Japanese subsidiary of the family owned research driven pharmaceutical company Boehringer Ingelheim which operates globally with more than 37,000 employees and net sales of more than 10 billion Euro. Operating in Japan for more than 45 years, Nippon Boehringer Ingelheim, thanks to its portfolio of innovative medicines and a highly motivated organisation, has become the fastest growing pharmaceutical company in Japan for the past two consecutive years and is well positioned to continue this success in 2007.



In this compelling case study learn how Nippon Boehringer Ingelheim is realising its vision of "Exceeding Customer Expectations" through a rigorous and successful implementation of the Balanced Scorecard and Strategy Focused Organisation methodologies. Their innovative change process encompasses simple, yet sophisticated, approaches such as the "Cross-Check" and the "Creative Discussion" to secure alignment of the entire organisation.

2:35 **Session V - Ms. Tomoko Muguruma,**


*Manager (eS-SEM Project Team, Management Planning Board), SHARP Corporation*



*Summit Day 1 continued*

- 3:25 **Afternoon Tea**
- 3:45 **Session VI - Mr. Derek Cheng, Deputy General Manager, Finance Department, China Resources (Holdings) Company Limited**  
**Total Organisational Alignment in China**  

 China Resources Microelectronics (CRM) is a HK\$ 1 billion technology company focusing on integrated circuits and discrete devices and is a subsidiary of China Resources (Holdings) Ltd. Co, a USD \$20 billion diversified conglomerate with more than 150,000 employees. Success in China can be a daunting task, learn how this pioneering company uses the Balanced Scorecard in a highly competitive environment to successfully manage strategy at the enterprise, SBU and functional level to achieve vertical and horizontal alignment in a matrix organisation. This presentation will provide insights into how to succeed in China using innovative management methods like the BSC to create and sustain value.
- 4:30 **Reserved**
- 5:15 **Hall of Fame Awards for Strategy Execution**  
**Presented by Dr. Robert Kaplan and Mr. Matthew Tice**  

 The BSC Hall of Fame publicly recognises organisations around the world that use the Balanced Scorecard in an exemplary manner to become strategy-focused, successfully execute their strategies, and achieve breakthrough performance results. It is the only BSC Award endorsed by Drs. Kaplan and Norton. You are cordially invited to join us to welcome the class of 2007 to the Asia-Pacific Balanced Scorecard Hall of Fame. 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 cocktail reception.
- 5:45 **Hall of Fame Cocktail Reception - Networking Drinks**
- 7:45 **End of Day 1**

**SUMMIT DAY 2 - 31 OCTOBER 2007**

- 9:00 **Housekeeping and Recap Day 1 - Mr. Matthew Tice, Managing Director Asia Pacific, Palladium Group**
- 9:15 **Session I - Dr. Venkat Ramaswamy, Professor of Marketing and Director, Centre for Experience Co-Creation, University of Michigan**  
**Co-Creating Value through Experiences: Process Design & Performance Management**  

 The democratisation of the process and basis of value creation is accelerating in the business system. It is altering the nature of relationship between Individuals and Institutions. Informed, connected, and networked Individuals, their Interactions, and engagement Experiences are becoming the new basis of Value Creation. Consequently, the new sources of competitive advantage lie in building capabilities for Co-creating Value with Individuals through Experiences.  
 Business Processes must enable and facilitate co-creation of value through Interaction Platforms with Co-creative Offerings and Communities of Engagement, through extended resource networks, to generate compelling Experiences of Value to both Individuals and Firms. We will discuss how firms around the world (including Japan) are implementing these Next Practices of Process Design and Performance Management through Experience Co-Creation.
- 10:45 **Morning Tea**



# 2007 Balanced Scorecard Asia Pacific Summit

## Innovation in Strategy Execution

### Summit Day 2 continued

11:05

**Session II - Dr. Robert S. Kaplan, Baker Foundation Professor, Harvard Business School**



#### The Innovators Dilemma: Will it Make Money

Innovation is integral to the continued growth and sustainability of an enterprise, but at what price? When does the cost of creating new value for current and targeted customers exceed the expected benefits? Dr. Kaplan will share a simple yet powerful methodology for measuring and managing profitable growth at the individual customer and segment level.

12:20

**Session III - Mr. Sanjay Purohit, Associate Vice President and Head - Corporate Planning, Infosys Technologies Ltd, India**



#### Driving Rapid Growth and Differentiation through Innovation

Infosys Technologies Ltd. (NASDAQ: INFY) provides consulting and IT services to clients globally – as partners to conceptualize and realise technology driven business transformation initiatives. Starting with a humble US\$ 250 as capital in 1981, Infosys crossed US\$ 3 Billion in revenues last year delivering the highest profitability in the industry. The market cap of the company as on 31st March 2007 was US\$ 28 Billion. With over 72,000 employees worldwide, Infosys uses a low-risk Global Delivery Model (GDM) to accelerate schedules with a high degree of time and cost predictability. Innovation has been at the heart of driving this sustained performance, with more than 42% of its revenues being generated by new services launched over the last 5 years. This presentation will focus on highlighting the key components of Infosys' innovation engine such as ideation, strategic selection, incubation and collaboration with clients and partners. The discussion would also cover aspects such as alignment with strategy, role of governance and performance measurement approaches.

1:05

**Lunch**

2:05

**Session IV - Mr. Matthew Tice, Managing Director Asia Pacific, Palladium Group**

#### The New Source of Competitive Advantage

The Balanced Scorecard is a powerful framework to align and focus organisations to successfully execute their strategies. Increasingly, this framework is being used by governments and entire nations, and wider economic regions. Mr. Tice will explain how these new applications are being deployed and implemented; for example, Brazil's national trade organisation is using the BSC to drive a strategy of national competitiveness, and organisations like the US Postal Service, FBI, and the Royal Canadian Mounted Police use the BSC to achieve their diverse missions.



3:05

**Session V - Senior Government of Botswana Official**

#### Mobilising a Nation – The Government of Botswana

Botswana is an African nation of approximately 1.7 million people that is rich in natural resources, especially diamonds. Botswana has been widely recognised, since independence in 1966, as a peaceful democratic nation with a vibrant economy and a model for African governance. Striving to achieve its national Vision 2016 "Prosperity for All", Botswana faces several key challenges such as HIV infection and the need to diversify the economy. This session will explore how the government of Botswana has embraced the Balanced Scorecard as the framework to implement Vision 2016 and the National Development plan to ensure that the government and, indeed the entire nation, is mobilised to address its national challenges, and continues to prosper.



4:05

**Afternoon Tea**

4:25

**Session VI - Panel Discussion**

**Dr. Robert S. Kaplan, Baker Foundation Professor, Harvard Business School**

**Dr. Venkat Ramaswamy, Professor of Marketing and Director, Centre for Experience Co-Creation, University of Michigan**

**Dr. Michiharu Sakurai, Visiting Professor of Accounting, School of Business and Information, Josai International University**

**Professor Takeo Yoshikawa, Professor of Management Accounting, Graduate School of Business Administration, Yokohama National University. Visiting Professor, Edinburgh University**



5:30

**Summation of Day 2 - Mr. Matthew Tice, Managing Director Asia Pacific, Palladium Group**

5:45

**Summit Close**





## About Palladium and Balanced Scorecard Collaborative

Helping Asia Pacific Organisations Achieve Breakthrough Results with the Balanced Scorecard

### Palladium

Executing Strategy

Palladium Group, Inc., is helping the world's leading organisations measure and manage tomorrow's performance today by providing services that increase the effectiveness of processes within strategy, finance, IT and human capital. Palladium's clients leverage expertise in areas such as financial management, Balanced Scorecards, dashboards, information management, and human resource readiness to successfully align their strategy with operations. Furthermore, Palladium's education, advisory and research offerings provide additional value for organisations to continue improvements and interact within communities of peers.

Visit [www.palladiumES.com](http://www.palladiumES.com) for more information on how to execute strategy and manage tomorrow's performance today or email: [nbligh@bscol.com](mailto:nbligh@bscol.com) or telephone: **+61.2.9994.8106**



BALANCED  
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A Palladium company

Balanced Scorecard Collaborative – the education and research arm of Palladium Group – is dedicated to helping clients make strategy execution a core competency to achieve and sustain performance results over time. Our resources include the world's most comprehensive database on the new science of strategy execution, a network of thought leaders, executive working groups, best practices, conferences, training, and publications. To learn more, visit [www.bscol.com](http://www.bscol.com) or email: [nbligh@bscol.com](mailto:nbligh@bscol.com) or telephone: **+61.2.9994.8106**

## Balanced Scorecard Hall of Fame for Executing Strategy™



The Balanced Scorecard Hall of Fame for Executing Strategy was created by Drs. Robert S. Kaplan and David P. Norton to publicly recognise organisations around the world that use the Balanced Scorecard in an exemplary manner to become strategy-focused, successfully execute their strategies, and achieve breakthrough performance results.

Members of the Hall of Fame today number 88, representing over 18 countries and a wide array of industries from both public and private sectors.

### 2006 Asia Pacific Hall of Fame Inductees



Bank of Tokyo- Mitsubishi UFJ



China Resources Microelectronics



Korea East West Power



LG Philips LCD

"Annual Summits are the events of choice for business decision-makers to access the latest thought-leadership in strategy management, strategy execution, innovation in strategy management, organisational alignment and Balanced Scorecard practices". CEO, Leading Financial Services Company

# ENROLMENT FORM & REGISTRATION

## 2007 Balanced Scorecard Asia Pacific Summit

30 – 31 October 2007, Westin Tokyo, Japan

### 2 Easy Ways to Register

Online: [www.gmacjapan.com/BSC2007/english](http://www.gmacjapan.com/BSC2007/english)

Fax: +81 3 5805 6065

PLEASE SUBMIT ONE REGISTRATION FORM FOR EACH DELEGATE

#### Delegate Information:

First Name: (Dr/Mr/Mrs/Ms) .....

Last Name: .....

Title: .....

Organisation: .....

Industry: .....

Address: .....

City: ..... State: .....

Postcode: ..... Country: .....

Phone: ..... Fax: .....

Email: .....

VIP code: .....

#### Registration Fees:

<i>Please tick applicable box</i>	Fee per delegate <b>before</b> 10th September, 2007	Fee per delegate <b>after</b> 10th September, 2007
<input type="checkbox"/> Single Registration	JPY 165,000	JPY 183,000
<input type="checkbox"/> 3 or more delegates	JPY 147,000	JPY 156,000
<input type="checkbox"/> 6 or more delegates	JPY 128,000	JPY 137,000

#### Summit Venue:



#### Westin Tokyo

1-4-1 Mita, Meguro-ku,  
Tokyo 153 8580 Japan

Tel: +81 3 5423 7000

Fax: +81 3 5423 7766

Web: [www.westin-tokyo.co.jp](http://www.westin-tokyo.co.jp)

A respite in the heart of the city, the Westin Tokyo offers sophisticated and superb service to meet your every need. Understated European elegance creates an ideal atmosphere to rejuvenate the body and energize the mind after a hectic day.

**Register by 10 September to benefit from the Early Bird Pricing - save JPY18,000!**

#### Administrative Details

##### Secretariat:

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JAPAN 113-0033

TEL: 81 3 5805 6070

FAX: 81 3 5805 6065

E-mail: [BSC2007@gmacjapan.com](mailto:BSC2007@gmacjapan.com)

##### Cancellations

If you are unable to attend, a substitute is always welcome at no extra charge. Please notify us in writing as soon as possible at [BSC2007@gmacjapan.com](mailto:BSC2007@gmacjapan.com).

Cancellations received in writing prior to the 15th October will receive a 50% refund. After that date, cancellations are non refundable.

##### Accommodation

The Westin Tokyo is offering Summit delegates a reduced rate of JPY 32,000 per night (single or double), exclusive of 10% service charge, 5% local tax and Tokyo accommodation tax of JPY200 per person per night.

Make your reservation by calling the hotel at +81 (3) 5423 7000 and identifying yourself as part of the 'BSC Regional Summit' to receive the discounted rate. The reduced rate will be offered subject to availability. Hotel reservations, cancellations and charges are your responsibility

##### Sponsorship and Event Promotion

To learn more about sponsorship and event promotion opportunities at the 2007 BSC Asia Pacific Summit please contact Nicole Bligh at +61.2.9994.8106 or email [nbligh@bscol.com](mailto:nbligh@bscol.com)

##### Summit Registration Fee

Registration fee includes attendance at all sessions, simultaneous translation between Japanese and English, documentation and conference materials, coffee breaks, Buffet Luncheons and Hall of Fame Awards cocktail reception.

##### Payment

Within 10 working days of receipt of your completed registration form the Secretariat will forward you an invoice. Full payment is required within 21 days of the date of invoice.

If you have received a VIP code please be sure to insert where indicated on the registration brochure, your reduced registration rate will be calculated on processing of your registration.

All registrations will be processed in JPY and credit card payments will be subject to a 5% credit card processing fee.

Please be sure to note the invoice number on your payment to ensure your payment is properly credited.

**For more information regarding payment, policies and refunds, please contact Ms Aiko Bandai at +81 3 5805 6070.**

##### Visa

Please ensure your visa requirements are organised prior to entering Japan.

We reserve the right to cancel and / or postpone the event due to unforeseen circumstances. As speakers are confirmed months before the event, some speaker changes or topic changes may occur.