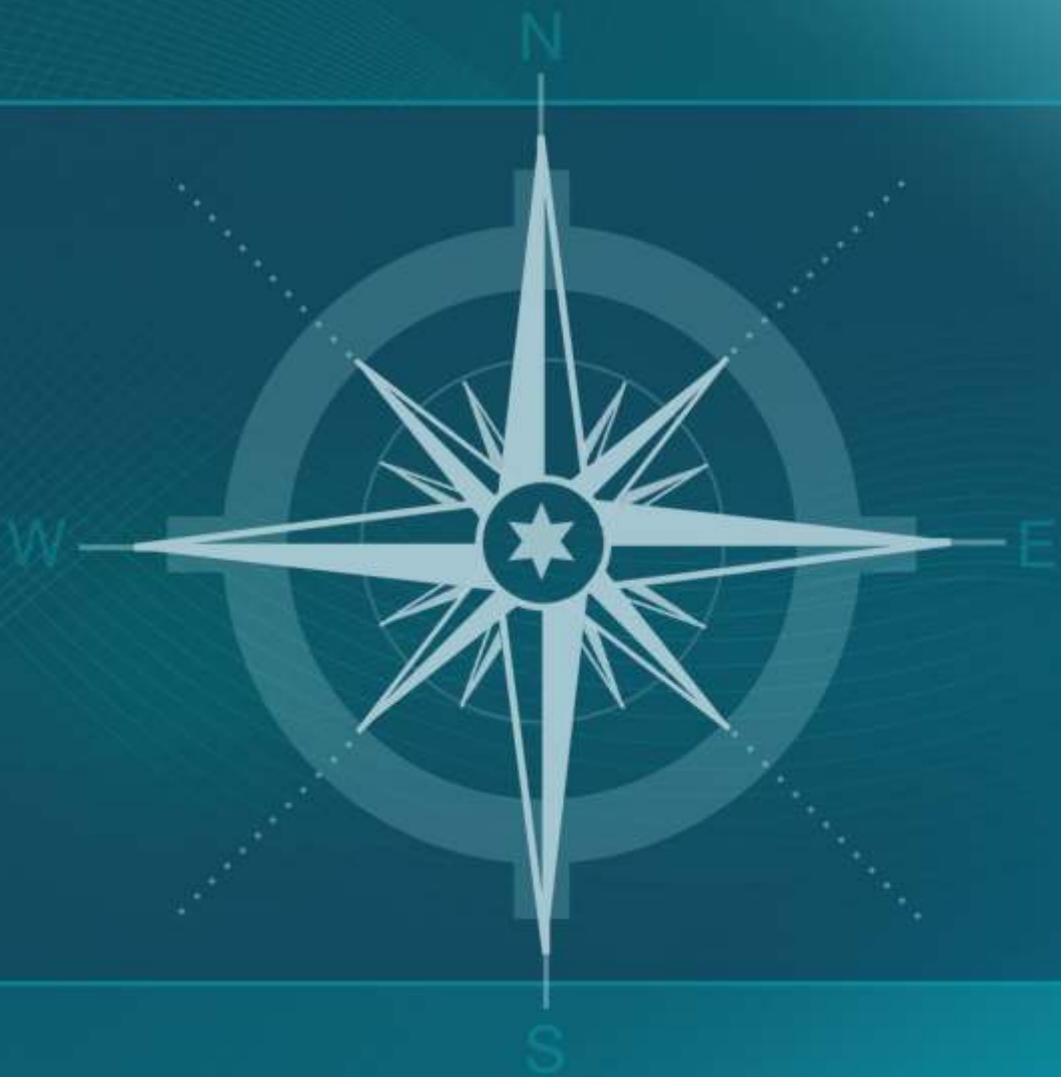


EPM REVIEW PRESENTS

Executing Strategy with the Balanced Scorecard
Step-by-Step



A Two Day Course and Event

22 - 23, April 2008

Holmenkollen Park Hotel Rica, Oslo
Norway



On behalf of EPM Review, we are launching our first event on Enterprise Performance Management (EPM). This event will be held in the capital of Norway, Oslo on the 22nd and 23rd of April 2008.

We are offering an exciting two day program. The first day will consist of presentations given by some of the leading experts in the EPM field. On the second day we will offer a course given by the leading author Paul R. Niven and assisted by Dennis Barnhart, president of Barnhart Associates Inc.

The course "Executing Strategy with the Balanced Scorecard: Step by step" is based on Niven's successful series of "Step by Step" books.

We hope you set aside time to join the community of EPM practitioners around the globe and connect with us on the 22nd and 23rd of April. You will receive the latest research, insights and practical Enterprise Performance Management knowledge available during the two days. Hope to see you all in Oslo!

The conference is a co-arrangement with Scandinavia's biggest Performance Management conference – the Soria Moria 2008 conference.

Best regards

Tor Inge Vasshus
Head of the Conference

Presenters



Paul R. Niven
Leading Author

Paul R. Niven is an author, management consultant (The Senalosa Group), and noted speaker on the subjects of Performance Management and the Balanced Scorecard. As both a practitioner and Consultant he has developed successful Balanced Scorecard systems for clients large and small in a wide variety of organizations, including Fortune 1000 companies, public sector, and nonprofit agencies. In August 2006 the second edition of Paul's book "Balanced Scorecard Step by Step: Maximizing Performance and Maintaining Results" was released. The first edition of this text has been translated in over a dozen languages around the globe. Paul's other books include "Balanced Scorecard Step by Step for Governments and Nonprofits" which will be released in a second edition in April 2008, and "Balanced Scorecard Diagnostics" which was released in April, 2005.



Dennis Barnhart
Barnhart Associates Inc.

Dennis Barnhart is the President of Barnhart and Associates Inc., a management consulting company dedicated to helping organizations achieve and sustain superior results through the use of dynamic performance management systems. Dennis has worked with many private and public sector clients throughout North America, helping them to effectively execute their strategies by employing the latest theory and practice in the disciplines of Strategic Planning and the Balanced Scorecard. Unlike many consultants who lack practical experience, Dennis was a practitioner before he became a consultant. He honed his performance management expertise in industry, leading a number of highly successful Balanced Scorecard implementations over a 10 year period, including one of the first companies to receive the BSC Collaborative Hall of Fame Award, Nova Scotia Power.



EPM REVIEW EVENT

TUESDAY 22, APRIL 2008

08.30 **Registration**

09.00 **Opening of the conference** by Fabian Stang – Mayor of Oslo

09.15 ***Developing and executing a winning strategy*** Paul R. Niven, leading author and President of Senalosa group.

Learn how organizations around the world are forming differentiating strategies and executing those strategies to drive breakthrough results. Balanced Scorecard author and consultant Paul Niven will share with you the latest best practices in forming strategies that make the competition irrelevant. Mixing theory, practice, and case studies Paul will demonstrate how you can create a strategy to catapult your organization forward, and a methodology for executing the strategy on a day-to-day basis with the Balanced Scorecard.

10.00 **Coffee break**

10.15 ***Make strategy every employee's business***
Heine Kaasgaard Bang, Patner, Conmoto.

Heine will explain how “The heritage agency of Denmark” has implemented Balanced Scorecard by focusing on the Strategy Map and link it to the appraisal interview. By making strategy the centre of the appraisal interview, the heritage agency of Denmark succeeded in involving every employee in the implementation of the strategy, so that every employee see himself in strategic perspective with responsibilities for parts of the organization's future.

11.00 ***“Four to become one – implementing Balanced Scorecard in a merger situation”***
Dennis Barnhart, President, Dennis Barnhart & Associates, Inc.

Aliant is a leading telecommunication company in the North America. The company is a result of a merger of four companies.

This presentation will cover:

- ◆ How the company managed to go from four distinctly different strategies to one single strategy for the company
- ◆ How management worked methodically to integrate strategy execution into all key business processes
- ◆ How they cascaded the Balanced Scorecard deep into the organization to ensure alignment and promote accountability, utilizing over 150 scorecards
- ◆ How they launched a comprehensive awareness and education program
- ◆ How their day to day work was contributing to the success of the company

Dennis Barnhart was recruited to lead the design and implementation of the program. Dennis will share the approach Aliant used to integrate the BSC into the fabric of the organization providing the audience with practical advice and approaches that can be immediately applied in their organization.

12.00 **Lunch**

13.00 **Environmental Scorecards**

**Phil Jones,
Exitant Ltd**

Today's companies face increasing pressure from stakeholders (customers, suppliers, partners, employees and investors) to become more environmental and "green." Environmental reporting has become a growing discipline to meet regulatory needs, and an increasing number of organizations are including environmental elements in their corporate visions and missions. United Kingdom-based Rosetta Stone has worked to establish greener profiles for companies by developing "environmental scorecards". Phil Jones outlines how organizations can stay ahead of the requirements and how they can be prepared for the future.

13.40 **Strategic initiatives – a “must” for a world class performing organization.**

**Dennis Barnhart
President
Dennis Barnhart & Associates, Inc.**

Overview: A critical role for any Leadership Team is the selection and management of key strategic initiatives intended to drive transformational performance for their organization (whether it be for-profit, not-for-profit, or government). Organizations adopting the Balanced Scorecard framework recognize the necessity to clearly link these initiatives to their strategic objectives and measures. However, many struggle to effectively implement this critical element of the Balanced Scorecard framework.

In this session, Dennis Barnhart will share practical, best practice approaches to ensure strategic initiatives are effectively identified, defined, prioritized, approved, funded, managed and communicated. You will leave this session with tools, templates and approaches you can use to help your organization achieve breakthrough results.

14.20 **Strategy-Centered Management Meetings: Executing your Strategy through learning and discussion**

Paul R. Niven, leading author and President of Senalosa group.

Management meetings are subject to many serious flaws including a lack of constructive conflict to stimulate learning and what is known as 'meeting stew,' or not having a focused meeting agenda. In this hands-on session, Paul Niven will share with you the tools and best practices necessary to turn your management meetings into dynamic learning and sharing sessions in which results are used to drive the strategic agenda forward.

15.10 **Sightseeing Oslo**

19.00 **EPM Review network dinner - Norwegian Cultural programme**

includes
course
diploma

COURSE

WEDNESDAY 23, APRIL 2008

Executing Strategy with the Balanced Scorecard - A one day step by step course

Presenters



Paul R. Niven
Leading Author



Dennis Barnhart
Barnhart Associates Inc.

Course Description

Research suggests that 90% of all organizations fail to successfully execute their strategies. In today's hyper-competitive environment, strategy execution is a must if you hope to thrive in the global economy. Introduced in 1990, the Balanced Scorecard has emerged as a proven tool, used by thousands of organizations around the globe for executing strategy.

In this practical and hands-on workshop, author, consultant, and Scorecard practitioner Paul Niven will

introduce the Balanced Scorecard model to you in simple and easy to understand terms. Among the topics Paul will discuss are:

- ◆ Why the Balanced Scorecard has risen to prominence?
- ◆ The tool's ability to overcome challenges faced by all organizations:
 - The rise of intangible assets
 - Our over-reliance on financial measures of success
 - And most importantly, the difficulty of executing strategy
- ◆ Balanced Scorecard fundamentals including a detailed discussion of the four perspectives of performance that bring the model to life.
- ◆ Success stories.
- ◆ Strategy Maps: Powerful tools for describing and communicating your strategy

Whether your organization is new to the Balanced Scorecard, or you've been using the tool for some time, you'll discover practical tips and techniques to ensure your Balanced Scorecard stands the test of time.

Detailed Agenda

09.00 - 11.30 a.m. (with one 15 minute break):

- ◆ Factors leading to the prominence of the Balanced Scorecard:
 - The rise of intangible assets
 - Our over-reliance on financial measure
 - The difficulty of executing strategy
- ◆ Balanced Scorecard fundamentals, including the four perspectives of performance
- ◆ Success stories
- ◆ Strategy Maps: Powerful communication tools for effectively describing strategy
- ◆ Strategy Map case study: Attendees will be split into small teams (4 or 5 people each) and develop a Strategy Map for a fictitious company (case study materials will be provided)

Lunch: 11.30 a.m. - 12.30 p.m.

12.30 - 04.00 p.m. (with one 15 minute break):

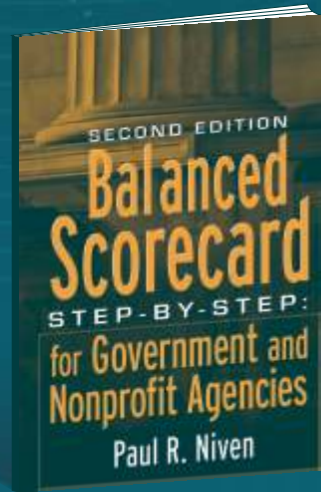
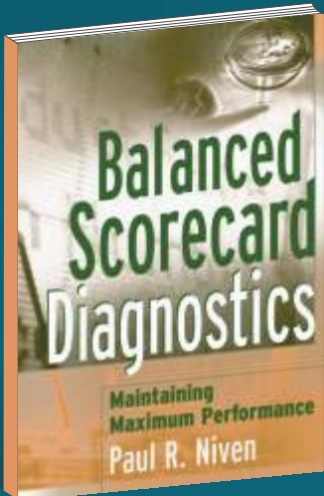
- ◆ Performance measures: A review of measures, including the characteristics of effective measures
- ◆ Measures case study: Using the Maps they developed in the morning session, the groups will re-convene and develop performance measures for the fictitious company
- ◆ Balanced Scorecard implementation essentials: An overview of what it takes to effectively implement the Balanced Scorecard in an organization

SECOND DAY - PROGRAM

Enrollment:

To enroll in EPM Review's first conference in Oslo, Norway, please contact Monica Langoy:
monica@epmreview.com

Enrollment fee - \$1,500.00



Registration deadline is February 28, 2008.

Paul Niven's "Balanced Scorecard Step-by-Step" book is included.

Hotel accommodations can be difficult to find in Oslo, so we recommend making reservations as early as possible. EPM Review has pre-ordered 150 rooms at Holmenkollen Park Hotel Rica at the rate of \$200 for this event (including breakfast). To reserve your room at the event rate, please notify the event coordinator at the time of registration, rather than contacting the hotel directly, and your reservations will be made for you. Attendees are responsible for paying room charges upon check-out.

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