

Leading Minds is proud to present

- **Live and in person**

Robert S. Kaplan

**FIRST LIVE
performance ever
in SEOUL**

The Creator, with David Norton, of the Balanced Scorecard – the now legendary management tool that helps you make strategy happen

Extending the Balanced Scorecard to Meet the New Strategy Alignment Challenges

19th November 2004, COEX Intercontinental Hotel, Seoul

- Prof. Kaplan's first live performance ever in Seoul, and the only one scheduled for North East Asia in 2004
- The Creator of the Balanced Scorecard (BSC) comes to Seoul to speak to the business executives of Korea
- Hear from the father of the BSC concept that helps you make strategy happen
- New material: aligning intangible assets to your strategy & corporate governance using the BSC
- Exclusive material – the first 200 delegates to book and pay for this event will receive a hot of the press copy absolutely free!

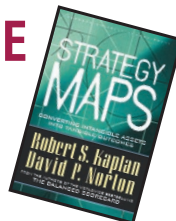


Limited places. Book NOW and secure a front row seat!
See back page for how you and your team can save \$\$\$'s

**Kaplan's newest book for FREE
for the first 100 registrations**

Register before 30 July and **SAVE \$250**
Team savings up till **\$1340**

Avoid disappointment and book early! Our events are a sell out.



Media Partner:

 **The Korea Economic Daily**

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LEADING MINDS
- Enabling Corporate Vision

REGISTER NOW BY:

Tel: +82 (02) 3452-7573

Fax your completed form to: +82 (0) 2 796 7804

Email your registration to: JYL@heartwaregroup.com Visit: www.leading-minds.com/rkSeoul

Simultaneous translation
will be provided from
English to Korean

Robert S. Kaplan – Live

A message to you from Professor Kaplan:

Dear colleagues,

I will be coming to Seoul on 19 November 2004 for a top executive event organised by LEADING MINDS, and I hope you will place this important event on your calendar. I will spend a full day with you and your colleagues describing how to Extend the Balanced Scorecard (BSC) to meet the New Strategy Alignment Challenges within your organisation.

David Norton and I have recently completed our new book, Strategy Maps: Converting Intangible Assets into Tangible Outcomes and it has just been published in Asia. If you look on the back page of this brochure you will see that LEADING MINDS have arranged to give the first 200 delegates that book onto this event, a copy of my new book **absolutely free**.

This event coincides with the release of our new book, and you will hear a lot of the insights articulated in it. One of the findings that have not changed is that the Balanced Scorecard is not just a measurement system, but also a tool for top management **to make strategy happen**.

Leading companies are using the BSC to implement new strategies rapidly and effectively by:

- **Translating** mission and strategy into operational measures
- **Aligning** corporate strategy with business units and shared corporate services
- **Targeting** individuals' goals and incentive compensation to make strategy everyone's everyday job
- **Setting** priorities for financial resource allocation
- **Enabling** continuous strategic feedback and learning

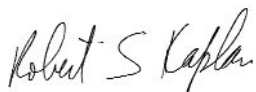
Add to that NEW learning that I will be sharing with you, for the first time in Korea:

- ▶ Integrating BSC with planning and budgeting
- ▶ Strategic Themes
- ▶ Human Capital
- just to mention a few

As you can see, The Balanced Scorecard has turned out to be an incredibly potential and wide-ranging business tool, which adds tremendous value to all sorts of organisations. I urge you to give your organisation a chance of defining ambitions strategic goals and not least of achieving them. The BSC is exactly such an opportunity.

Dave Norton and I continue to learn how to make the BSC an even better solution for your company. Please join me together with your management team for this important event and find out for yourselves. See the back page for details of how you can reserve your place.

Yours truly,



Prof. Robert S. Kaplan

This event is a MUST ATTEND for you if you want to:

1. Make strategy happen in your organization
2. Ensure your company benefits from uniting the entire organisation around an integrated system that sets goals enabling your company to leap frog ahead of competition, measures the progress made, rewards and motivates everybody involved
3. Hear the latest (yet unpublished) developments to the business tool that Harvard Business Review rates as the most influential management idea in the past 75+ years
4. Not miss out on what more than 500 Asian companies are already reaping the benefit from
5. Spend a full day in the company of one of the most distinguished business thinkers, to hear his latest, cutting-edge thinking and ask him your most pertinent questions directly
6. Become the sponsor of strategy execution for great bottom line results in your organisation by having access to THE source of the latest BSC thinking
7. Learn how to use Strategy Maps for developing and implementing value creating strategies
8. Get from measuring performance to managing goal focused strategy implementation
9. Spend a day in the company of like-minded, top executives, in a professional and stimulating atmosphere
10. Move your Balanced Scorecard from a strategic imperative to business results
11. Deliver value to your shareholders
12. Be at the forefront of the move towards improved Corporate Governance by using a proven business tool to communicate with your Board of Directors, investors and analysts
13. Avoid being the only Executive in the region not familiarising himself with the most powerful business methodology over the past century!

Early Registration Offer:

Each delegate that books and PAYS before 30 July 2004 will receive a discount of US\$250. This means that delegates booking before this date will pay just US\$1090 per delegate (please note that this offer is not in conjunction with any group discounts).

See the back page for our generous Team Offers and registration details SAVINGS up till US\$ 1340

FREE to all delegates!!

- Complete set of Dr Kaplan's 120+ slides IN COLOUR with ample space for note taking
- Lunch and coffee breaks (please advise us of special dietary requirements)
- Ask your questions in advance to Prof Kaplan on www.leading-minds.com/rkSeoul/questions. Prof Kaplan will incorporate them into his presentation

Venue & Accomodation Details

COEX InterContinental Seoul, 159-8 Samseong-dong, Gangnam-gu, Seoul, Korea 135-732

Guestroom Reservation Tel : +82 2 559 7777

Reservation e-mail : SELHA-RESVN@interconti.com

Delegates are responsible for the arrangement and payment of their own travel and accommodation. Leading Minds has arranged a special room rate at the COEX Intercontinental Hotel.

If you wish to book a room please call +82 (0)2 559 7777 stating that you are a Leading Minds delegate to qualify for our favourable roomrates.

Supporting Organisation:

WESLEYQUEST[®]
Affiliate of Balanced Scorecard Collaborative

REGISTER NOW BY: TEL: +82 (0)2 3452-7573 FAX YOUR COMPLETED FORM TO: +82 (0) 2 796 7804 EM

and in person – Program

7.30 **Registration**

9.00 **Welcome and opening remarks from Leading Minds & Chairperson**

9:05 **Robert Kaplan – 1
The Evolution (Revolution) of the Balanced Scorecard:
Creating the Strategy-Focused Organisation**

- The Balanced Scorecard from 1992 to 2004: from performance measurement to a performance management for strategy implementation
- The Balanced Scorecard Hall of Fame
- How Hall of Fame organisations achieved breakthrough performance: The Five Principles to Become a Strategy-Focused Organisation

I. Mobilise Executive Leadership for the Change Agenda

- Create the case for change
- Gain commitment of executive team
- Define the strategy for future value creation

II. Develop Strategy Maps and Balanced Scorecards that Communicate Your Strategy

- Financial: Balancing priorities between short-term cost reductions and long-term revenue growth opportunities
- Customer: Selecting objectives based on your differentiating value proposition. Customer objectives for four generic strategies
 - Best Total Cost
 - Product Leadership
 - Complete Customer Solutions
 - System Lock-in

10:20 **Break with coffee, tea and refreshments**

10:50 **Robert Kaplan – 2
Develop Strategy Maps and Balanced Scorecards (cont.)**

- Internal Processes: Developing detailed strategic objectives organised by cluster of four internal processes
 - Operations Management
 - Customer Management
 - Innovation
 - Regulatory and Social
- Learning & Growth: Aligning intangible assets to key strategic processes
 - Human capital: the role of strategic job families
 - Information capital: selecting the strategic IT applications portfolio

- Organisation capital: culture, leadership, alignment, teamwork and knowledge management
- Complete strategy map templates for the four distinct value-creating strategies
- Adapting the Balanced Scorecard to government and non-profit organisations
- Avoiding the pitfalls of key performance indicator (KPI) scorecards

12.30 **Lunch**

13.45 **Robert Kaplan – 3
III. Align the Organisation to the Strategy**

- Corporate to business units
- Business units to shared services
- Human resources and IT scorecards

IV. Make Strategy Everyone's Everyday Job

- Communication and education
- Aligning employees' personal objectives to strategy
- Linking reward and recognition to performance

V. Make Strategy a Continual Process:

- Integrate Target-setting, Strategic Planning and Budgeting
- Align resource allocation and strategic initiatives

15.15 **Break with coffee, tea and refreshments**

15.45 **Robert Kaplan – 4
V. Make Strategy a Continual Process (continued):**

- The new management report: using Balanced Scorecard software
- The new management meeting: double-loop learning for testing and adapting the strategy
- The new governance system: using the BSC with Boards of Directors and for communicating with investors and analysts

VI. Managing the Transformation Process

- Mobilization Phase: Launching the project
- Alignment Phase: Developing the strategy maps and scorecards
- Sustaining Phase: Motivating and Governing
- The key role for the BSC project leader over the BSC project life cycle: from missionary to consultant to chief of staff
- Creating a Centre of Excellence for Strategy Management
- Pitfalls and landmines

17.00 **Closing statement**

End of seminar

Don't miss out on the latest developments to the Balanced Scorecard

Drs Kaplan and Norton have just finalised their third book in the series on Balanced Scorecard. The book represents groundbreaking new material, which you can apply directly in your organisation due to its practical nature. Professor Kaplan will present material from his newly published book, for the first time ever in Seoul on 19 November 2004.

The new book offers powerful insights into how to optimise the value of human capital, information capital and organisation capital - three under utilised assets in

most organisations. Companies that manage to unleash the value potential of these significant assets stand a much better chance of winning the race against competition. When you don't know how to describe, measure and align the three intangible assets, you won't be reaping their full

value. Let Dr Kaplan show you how to get to grips with these intangible assets and make a crucial difference to the profitability of your company. **START TODAY** by booking your seat at this important management event

Be introduced to Professor Robert Kaplan and read about his outstanding credentials:

- Marvin Bower Professor of Leadership Development at the Harvard Business School
- He has served on the Harvard faculty for 19 years, after serving for 16 years at the Graduate School of Administration (GSIA), Carnegie-Mellon University. He was Dean of GSIA from 1977 to 1983)
- He earned B.S. and M.S. degrees in electrical engineering from MIT, and a Ph.D. operations research from Cornell. In 1994 he was awarded an honorary doctorate from the University of Stuttgart
- He has published 10 books and more than 120 articles, including 10 in the Harvard Business Review. His recent books include The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Cost and Effect Using Integrated Cost Systems to Drive Profitability and Performance, and The Balanced Scorecard: Translating Strategy

into Action

- Recent Harvard Business Review articles include Having Trouble with your Strategy? Then Map It. Using the Balanced Scorecard as a Strategic Management System, and 'The Promise - and Peril - of Integrated Cost Systems'
- Prof Kaplan consults with scores of organisations on the design of performance and cost management systems, and lectures on those topics performance and cost management systems, and lectures on those topics throughout the world
- Chairman of the Balanced Scorecard Collaborative BSCol(Balanced Scorecard Collaborative)

Indisputably the world's leading expert on MAKING STRATEGY HAPPEN with THE BALANCED SCORECARD

Position your company as an official Event Partner

The Robert Kaplan Live event in Seoul presents an excellent promotional investment opportunity. Being a sponsor of this prestigious Event means a unique association with THE leading authority on the Balanced Scorecard. As a sponsor you align your organisation with Dr Kaplan's wealth of knowledge and the prestige surrounding one of the world's most recognised business thinkers.

Position yourself as an official Event Partner and benefit from our large range of options for communicating and interacting with the delegates, before, during and after the Event. For more information on the variety of opportunities available, please contact Ms Jiyoung Lee on +82 (0)2 3452 7573 or by email at JYL@heartwaregroup.com

MAIL YOUR REGISTRATION TO: JYL@HEARTWAREGROUP.COM VISIT: WWW.LEADING-MINDS.COM/RKSEOUL

Robert Kaplan:

Extending the Balanced Scorecard to meet the New Strategy Alignment Challenges

19th November 2004, COEX Intercontinental Hotel, Seoul

LEADING MINDS
- Enabling Corporate Vision

EG193

How do I register?

1. Tel: +82 (02) 3452-7573
 2. Fax your completed form to: +82 (0) 2 796 7804
 3. Email your registration to: JYL@heartwaregroup.com
 4. Visit: www.leading-minds.com/rkSeoul
 5. Send by mail to Heartware Korea, #1108 Shinchon I-Space 57-49 Nogosan-Dong, Mapo-Gu, Seoul 121-807, Korea
- Your VIP number is on the address label. If there is no label, please quote: ABCDEFGHIJKLMNOPQRSTUVWXYZ

How much does it cost?

The fee, per delegate for this event is US\$ 1340
Visit www.leading-minds.com/rkSeoul TO RESERVE YOUR PLACE TODAY

How can I save money?

1. Register before 30 July 2004 and receive a discount of US\$ 250,- (please note that this offer cannot be used in conjunction with any group discounts).
2. Send a team of 3 delegates and save a total of US\$ 750,-. The price is then only US\$ 1,090 per delegate.
3. Send a team of 5 delegates and save a total of US\$ 1340,- **Book 5 delegates, pay for only 4!**
4. For bigger teams, please contact Customer Service on **Tel: +82 (02) 3452-7573 Ms. Ji-Young Lee**

Yes, I want to register on:

Tick	Event	Price (excl. VAT)	Save	You Pay	In KRW
<input type="checkbox"/>	Robert Kaplan Live - before 30 July 2004	\$1,340	\$250	\$1,090	1,290,000
<input type="checkbox"/>	Robert Kaplan Live - after 30 July 2004	\$1,340	\$0	\$1,340	1,590,000
<input type="checkbox"/>	Team 3 delegates - before 30 July 2004	\$4,020	\$750	\$3,270	3,870,000
<input type="checkbox"/>	Team 3 delegates - after 30 July 2004	\$4,020	\$600	\$3,420	4,056,000
<input type="checkbox"/>	Team 5 delegates	\$6,700	\$1,340	\$5,360	6,357,000

Personal Details

	Mr/Mrs/Ms	1st Name	Surname	Job Title	Department	Email
1st delegate						
2nd delegate						
3rd delegate						
4th delegate						
5th delegate						
Head of Department						
Booking Contact						

Please contact our Customer Service if you wish to book more than 5 delegates.

Company: _____ Business License no _____
 Address (if different from label above) _____
 Zip code _____ City _____ Country _____
 Tel: _____ Fax: _____ E-mail: _____
 Signature _____
 No. of employees on your site: 0-49 50-249 250-499 500-999 1000+
 Nature of your company's business: _____
 Billing address (if different from address printed above) _____
 Yes!, I would like to receive information about future events & services via email.
 My e-mail address is: _____

PAYMENT OPTIONS AND DETAILS

KRW	<input type="checkbox"/> Bank transfer	Beneficiary: Heartware Group, Korea Exchange Bank (KEB), Itaewon branch, Account nr. 089-22-01350-1 Please fax us a copy of your deposit slip to +82 (02) 796-7804 in order for us to confirm your payment, include delegate name, registration and invoice number and the code EG193
	<input type="checkbox"/> Credit Card	Credit Card Number : _____ Expiration Date : _____ Credit Card Type: _____ Name on Credit Card : _____ Signature : _____ Amount to be charged: KRW _____
USD	<input type="checkbox"/> Bank transfer	Beneficiary: LEADING MINDS BV / Account: 56.20.67.116 / Bank: ABN Amro Bank, De Entrée 99, 1000 AB Amsterdam. IBAN Code: NL40ABNA0562067116. Please include the delegate name, registration and invoice number and the conference code EG193 in the transmission details.
	<input type="checkbox"/> Cheque	Payable to LEADING MINDS BV. Cheques should be sent to LEADING MINDS, Le Panorama, 57 Rue Grimaldi, 98000 Monaco
	<input type="checkbox"/> Credit Card	(Visa or Mastercard only) when making an online booking through www.leading-minds.com/rkSeoul

IMPORTANT: Your reservation is only confirmed once FULL PAYMENT is received. Upon receipt of your registration, we will issue an invoice, which must be paid no later than 2 weeks upon receipt. There will be no admittance to the event without prior payment in full.

What Happens If I Have to Cancel?

Confirm your cancellation in writing (letter, fax or email) on or before 5th November 2004 and receive a refund less a 15% + VAT service charge. Regrettably, no refunds can be made for cancellations received less than 15 days before the event. A substitute delegate is welcome at no extra charge.

Incorrect Mailing

If you are receiving multiple mailings or you would like us to change any details or remove your name from our database, please contact Customer Service on tel no. Tel: +82 (02) 3452-7573 (Ms. Ji-Young Lee) quoting the reference number printed on your mailing label. Alternatively,

fax this brochure to the mailing department on fax number +82 (02) 796 7804 or email: JYL@heartwaregroup.com. Amendments can take up to six weeks so please accept our apologies for any inconvenience caused in the meantime.

Additional Requirements

Please notify LEADING MINDS at least one month before the conference date if you have any additional requirements e.g. meals, wheelchair access, large print etc.

Simultan Translation will be provided from English to Korean.