

**PROFESSOR ROBERT KAPLAN
ACHIEVING BREAKTHROUGH PERFORMANCE IN CHALLENGING TIMES
DECEMBER 9, 2003
AT THE JAMAICA PEGASUS
SEMINAR PROGRAM**

8:00 Registration

9:00 The Evolution (Revolution) of the Balanced Scorecard: Creating the 'Strategy-Focused Organization'

- How the Balanced Scorecard has evolved from performance measurement to a management system for rapid and effective strategy implementation
- How the Balanced Scorecard focuses and aligns intangible assets for value creation

Strategy Maps that Communicate Your Strategy

- Financial: Balancing 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

10:30 Morning break

10:50 Strategy Maps (cont.)

- Internal Processes: Developing detailed strategic objectives organised by four internal themes
 - Operations Management
 - Customer Management
 - Innovation
 - Regulatory and Social Processes
- Learning & Growth: Aligning human resources, information technology, and organization capital to your strategy
- Strategy maps: examples of best practice
- Adapting the Balanced Scorecard to government and nonprofit organisations
- Avoiding the pitfalls of key performance indicator (KPI) score cards

12.30 Lunch

1.45 Implementing and Managing Strategy with the Balanced Scorecard

- Align the Organisation by Linking Scorecards
 - Corporate to business units:
 - Business units to support groups and shared services
- Make Strategy Everyone's Job
 - Communication and education
 - Bridging to personal objectives and goals
 - Linking reward and recognition to performance
- Make Strategy a Continual Process:
 - Integrating Strategic Planning and Budgeting
 - Target-setting
 - Align resource allocation and strategic initiatives

3.15 Break

3.35 Implementing and Managing Strategy with the Balanced Scorecard (cont'd)

- Make Strategy a Continual Process (continued):
 - The new management report
 - The new management meeting: double-loop learning for testing and adapting the strategy

- Mobilize Executive Leadership

- Getting started: Launching the project

- How Strategy-Focused Organisations beat the odds to achieve breakthrough performance

- Avoiding pitfalls and landmines

5.00 Closing statement