

Improving Project Scheduling, Delays and Disruptions Week



This Program Has Been Independently Certified and Accredited by CPD, an Internationally Recognized Certification Board



ON TARGET



ON TIME



ON BUDGET

Earn 16 PDU's for
successful completion
of each program!

The two sessions are designed to provide participants with the skills to manage their project schedules and risks as well as tackle inevitable project delays and disruptions confidently. Participants are strongly encouraged to attend both sessions to maximize their learning and bring these actionable plans back to their workplace.

Faculty Directors

Session A: Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan

2 - 3 February 2016



Tom Hadley

- Over 40 years of exposure to hard won delay claims, acceleration schedules and problem projects management
- Delivered multi-million and billion dollar projects for Sandvik Mining & Construction, National Broadband Network (NBN), Transfield Services, UGL, Sydney Water, Total Water Solutions, etc.
- Consulted, designed and delivered courses to over 900 project professionals from leading global organizations including Shell, BHP Billiton, Toshiba and Mitsubishi Corporation for over 25 years

Session B: Project Scheduling & Schedule Risk Analysis

4 - 5 February 2016



Pedram Danesh-Mand

Director of Risk Management
Aqunta Consulting Pty Ltd (part of AMEC Foster Wheeler)

- Innovation Award winner in quantitative risk analysis of project schedules, from Australia's Road and Maritime Services (RMS) and Leighton Contractors
- Delivered a wide range of projects across Water, Power Generation, Coal, LNG and Oil & Gas, valued at million and billion dollars
- NSW President of Risk Engineering Society (RES) since 2013

Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan

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Session A: 2 - 3 February 2016, Shangri-La Hotel, Singapore

FACULTY DIRECTOR CREDENTIALS



Tom Hadley

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Tom Hadley has over 40 years of experience in multi-disciplined projects, covering a wide spectrum of businesses and industries. He has provided consultation and training on projects planning, control and management to many government and private industry clients in Australia and Asia including:

- Shell
- BHP Billiton
- Mitsubishi Corporation
- Toshiba
- Unisys
- Transfield Services
- Argyle Diamond
- Compass Resources
- Sandvik Mining and Construction
- IHI Corporation

Having worked both sides of the fence for owners, consultants and contractors, Tom has delivered projects valued at between 100 Million to 1.5 Billion dollars, ranging from a Transport Smart Card, National Broadband roll out to large complex multi-disciplined EPCM.

Having amassed considerable experience in managing project delays, disruptions and poor performance including a Gas Turbine Power Station project and major multi-billion highway projects, he is adept at uncovering project schedule and cost issues at both pre-tender and post-tender stages and bringing the project back on track. . He also provided support on major delay claims and acceleration schedules for a Coal Processing plant and defended against liquidated damages claims for large, complex materials handling equipment built offshore.

Tom has a strong understanding of the local business protocols required in many South East Asian countries, having previously worked in Singapore, Vietnam, Thailand, Laos and Malaysia. He was the Project Controls Advisor for the Regional Cities Development project in Thailand, a World Bank funded urban renewal project, liaising with local, state and federal authorities. He was the project manager of the South East Asia Broadcast Development Project in Vietnam and Laos. He also provided training to a wide range of government departments in Malaysia including the State Economic Development Corporation, The Department of Irrigation and Drainage, the Public Works Department (JKR).

Tom is a member of Australian Institute of Project Management (AIPM), Project Management Institute (PMI) and AACE International. He has an Honours degree in Civil Engineering, Certificate IV Project Management and Workplace Training and Assessment. He is also a Certified Internal Quality Auditor.

"Tom Hadley - the instructor - is excellent. Good experience, broad knowledge, good communicator. Best class of this type I have seen. Simple meaningful exercises - the principles come out real strong without having to ponder about the problem." - IBM

Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan

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Session A: 2 - 3 February 2016, Shangri-La Hotel, Singapore

EXECUTIVE SUMMARY

Program:	Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan	Early Bird 1 (Register & pay by 8 December 2015):	S\$2,590
		Early Bird 2 (Register & pay by 5 January 2016):	S\$2,790
		Regular Tuition Fee:	S\$2,890
Dates & Locations:	2 - 3 February 2016 Shangri-La Hotel, Singapore	Group discount of 10% for 2nd participant from the same organization. For limited time only by 5 January 2016 register 3 participants and the 4th participant will receive a complimentary seat (One discount scheme applies).	

Note: GST is applicable only to participants from Singapore registered companies. Check your eligibility for 60% Cash Back at IRAS website.

Program Essence: Delays, disruptions and poor performance remain the biggest cause of costly disputes in projects, heavily impacting your bottom line and competitiveness. Keeping up with the latest development and techniques in managing delays and disruption is essential to **regain control of slipping schedules and poor performing projects, at the same time, reduce the risk of litigation, arbitration and legal claims.**

Starting with **identifying the early warning signs of schedule overruns**, this intensive two-day aims to **assess and quantify the extent of the problem quickly** in order to mitigate and effectively manage the consequences of delays and disruptions. Armed with some of the newest and most effective approaches in managing delays and disruptions (i.e. **CIOB UK, BIM and Agile methods**), you will learn to **apportion liability fairly** and attribute responsibility to bring the project back on track. You will also apply **workable recovery plans, acceleration and extension of time to avoid major time overruns** and assure the overall project delivery.

Through numerous real-world case study examples, group exercises and experiential learning, you will gain the critical skills and confidence to effectively manage and avoid project delays and disruptions for your project performance assurance.

This executive program is launched concurrently with **Project Scheduling & Schedule Risk Analysis** to allow you to gain control over your project schedule and tackle inevitable delays and disruptions confidently. You are encouraged to send in multiple participants to these two highly sought-after project scheduling programs.

Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan

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Session A: 2 - 3 February 2016, Shangri-La Hotel, Singapore

PROGRAM INTRODUCTION

Delays, disruptions and poor performance are often inevitable for most projects. They can be caused by external factors, identified risk events or by the actions or inactions of the project team and project supply chain. Regardless of the source of delay, it is of everyone's interest to effectively manage the consequences of the delay and then apportion liability quickly and fairly. Inflated claims, the blame-game and other destructive tactics played out years after the project was eventually finished rarely benefit anyone other than the claims experts and lawyers involved in the dispute.

Guided by project veteran, Tom Hadley, this advanced program on Managing Project Delays, Disruptions & Poor Performance will equip you with the latest and most effective techniques and methodologies needed to **identify a delay or disruption, scope the extent of the problem and analyze the reasons behind the delays of the projects**. You would then discover how to **mitigate the adverse impacts and minimize the costs for all parties involved by devising workable recovery plans** to reschedule or accelerate your projects. Whilst developing 'alliances' and 'partnerships' are definitely advantageous, this practical workshop will help you recognize the importance of traditional client-contractor relationships in minimizing the risks of encountering project delays, disruptions and poor performance and delivering the final project that benefits everyone.

This highly interactive and intensive program will provide you with the **latest practices, tools and techniques when managing delay and disruptions**, including CIOB complex project management approach, 4D schedules, BIM and design management as well as agile methods. It combines real-world practical case study examples, hypothetical scenarios, group exercises and tutorial-style presentations with a focus on collaborative and experiential learning. **You are encouraged to bring your own project or case work questions to this program to optimize your learning experience.**

WHO WILL BENEFIT THE MOST

MDs, VPs, Directors, GMs, Heads, Senior Managers, Managers, Consultants, SME contractors, Systems Analysts, Commercial Managers, Controllers and Engineers responsible for:

- Project / Project Management
- Project Control
- Planning & Scheduling
- Contract / Legal
- Budget & Cost Control
- PMO
- Project Development
- Project Portfolio Management
- Risk Management
- Claims

as well as anyone involved in day-to-day project management and who might be perplexed by the complexity of dealing with delays and disruption

LEARNING OBJECTIVES

- **IDENTIFY** early warning indicators of delays and disruptions
- **ASSESS** and **QUANTIFY** the extent of delays and disruptions to apportion liability fairly
- **LEARN** the benefits and limitations of Forensic Schedule and Delay Analysis techniques
- **EQUIP** yourself with new approaches to managing delays and disruptions
- **APPLY** workable recovery plans, acceleration and extension of time to avoid major time overruns
- **REGAIN** control of slipping schedules and poor performing projects

CPD CERTIFICATION DETAILS



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Delegates must register at the start and close of each workshop to be awarded a certificate of completion.

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PROGRAM AGENDA

Methods for Early Identification of Problem Projects

- Project performance monitoring in place from the start
- Proactive identification – early warning indicators
- Schedules
- Earned schedule and earned value
- Monitoring and control – the key questions to ask
- The perils of dashboards – “garbage in garbage out “
- **Case study** – Process plant – inadequate bid schedule

Assessing and Quantifying Delay and Disruption

- Source data and availability
- Limitations of CPM as a predictive tool
- Baselines
- Allowing ‘bad news’ to be discussed – don’t shoot the messenger!
- Schedule updates
- **Case study** – Major government building

Forensic Schedule and Delay Analysis Techniques

- Retrospective analysis
- Prospective analysis
- Recommended practice 29R-03, “Forensic Schedule Analysis.”
- AACEI methodologies of delay analysis – benefits and limitations
- **Exercise** – “What if” scheduling
- **Case study** – Structural steel erection - successful claim

Managing Poor Performance

- Current performance is the best indicator of future performance unless something significant changes
- Problems with ‘crashing’ schedules
- Problems with ‘fast tracking’ schedules
- “Throwing resources at it” usually won’t help!
- **Exercise** – “The Great Crash”

Extension Of Time (EOT), Claims and Penalties

- Contractor’s entitlement to extensions of time
- Importance of records/documents
- Notification requirements
- **Case study** – Coal processing plant – design/information delays

Disruption and Acceleration

- Constructive acceleration
- Rescheduling and out of sequence working
- Control of remote or offshore production
- **Case study** – Materials handling equipment – weather/access delays

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Project Recovery Strategies

- Developing a and implementing workable recovery plans
- Project recovery actions
- Project recovery scheduling and budget
- **Case study** – Copper processing plant – poor design co-ordination

New Approaches to Managing Delay And Disruption

- CIOB (UK) complex project management approach to projects
- Collaboration before confrontation
- 4D schedules
- BIM and design management
- Agile methods
- **Case study** – Using BIM for schedule coordination

Lessons Learned - Dos and Don'ts

- Don't just knock out a schedule to win the bid; you may have to live with it
- Don't wait until it is too late to set up proper control systems and procedures
- Don't add scheduling and cost control to the project managers' burden
- Don't shoot the messenger
- Don't arbitrarily slash budgets without proper analysis
- Don't wait until the end of the project to prepare claims or defence evidence

Project Scheduling & Schedule Risk Analysis

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Session B: 4 - 5 February 2016, Shangri-La Hotel, Singapore

FACULTY DIRECTOR CREDENTIALS



Pedram Danesh-Mand

Director of Risk Management

Aquenta Consulting Pty Ltd (part of AMEC Foster Wheeler)

- *Innovation Award winner in quantitative risk analysis of project schedules, from Australia's Road and Maritime Services (RMS) and Leighton Contractors*
- *Delivered a wide range of projects across Water, Power Generation, Coal, LNG and Oil & Gas, valued at million and billion dollars*
- *NSW President of Risk Engineering Society (RES) since 2013*

Pedram is an Innovation Award winner from Australia's Road and Maritime Services (RMS) authority and Leighton Contractors for his exceptional knowledge and innovative application of quantitative risk analysis and Primavera system in analyzing project risks and schedules.

Pedram is currently the Director of Risk Management with Aquenta Consulting (part of AMEC Foster Wheeler), providing clients with integrated project controls and risk solutions. Prior to this, he was Aquenta's Principal and National Manager of Planning and Risk as well as the Head of Planning and Risk with UGL Engineering. He was proudly selected as part of UGL's "Future Leaders" program and was awarded with the "ULead" badge in 2012.

Till date, Pedram has successfully helped high level government agencies, law firms and top contractors including QLD's Transport Main Road (TMR), NSW's Transport for NSW (TfNSW), NSW's Road & Maritime Services (RMS), UGL, Origin Energy, Corrs Chambers Westgarth lawyers, Maddocks lawyers, Electricity Trust of South Australia (ETSA), Leighton Holding, John Holland Group and Thiess Contractors on many major projects including:

- \$11b Sydney Metro City & Southwest
- \$11b West Connex
- \$11b APLNG Upstream
- \$5b Brisbane Underground & Bus
- \$900m INPEX' Ichthys LNG CCPP Project
- \$800m Port Botany
- \$500m Ballina Bypass
- \$200m North West T-Way
- \$100m Solomon Power Station
- RGP5, delay claim
- Gold Coast Rapid Rail, Due Diligence

Pedram has been the NSW President of Risk Engineering Society (RES) since 2013. As part of Engineers Australia (EA), RES place special focus on risk issues associated with construction, design, safe plant operation and management. As an industry leader in his area, Pedram is regularly invited to present and facilitate at conferences and technical events as well as training sessions internationally.

Project Scheduling & Schedule Risk Analysis

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Session B: 4 - 5 February 2016, Shangri-La Hotel, Singapore

EXECUTIVE SUMMARY

Program:	Project Scheduling & Schedule Risk Analysis	Early Bird 1 (Register & pay by 8 December 2015):	S\$2,590
Dates &	4 - 5 February 2016	Early Bird 2 (Register & pay by 5 January 2016):	S\$2,790
Locations:	Shangri-La Hotel, Singapore	Regular Tuition Fee:	S\$2,890

Group discount of 10% for 2nd participant from the same organization. For limited time only by 5 January 2016 register 3 participants and the 4th participant will receive a complimentary seat (One discount scheme applies).

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Program Essence: Unrealistic schedules has been identified as one of the top five causes of a troubled project. Such schedules often fail to include sufficient reserve safety onto their baseline schedule to protect themselves against unexpected events that can lead to schedule slippage. Therefore, effective project scheduling and schedule risk analysis are crucial to ensure your projects run smoothly with minimum delays and work stoppages.

Led by Industry Innovation Award winner, Pedram Danesh-Mand, this intensive two-day program will cover key elements of scheduling and schedule risk analysis from **baseline schedule development, schedule maturity assessment, critical path analysis to advanced schedule risk analysis and mitigation**. You will be equipped with the practical skills to plan and develop **robust schedules with achievable interim milestones and completion dates**. In **anticipating the occurrence of potential schedule risk events**, you will also learn to refine vital procedures like schedule health check reviews, schedule contingency assessment and inherent risk management **to improve your organization's maturity in scheduling and risk analysis**.

At the end of this program, you will walk away with a **comprehensive action plan** that allows you to **benchmark your current approaches against best practices** and create **realistic project schedules that gain buy-ins and commitments** within the project team to collaboratively drive the overall project delivery objectives.

This executive program is launched concurrently with **Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan** to allow you to gain control over your project schedule and tackle inevitable delays and disruptions confidently. You are encouraged to send in multiple participants to these two highly sought-after project scheduling programs.

Project Scheduling & Schedule Risk Analysis

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Session B: 4 - 5 February 2016, Shangri-La Hotel, Singapore

PROGRAM INTRODUCTION

There are three key reasons that impedes companies from completing their projects in a timely and efficient manner - unrealistic schedules arising from inadequate front-end planning, failure to produce good schedules that encompass the entire project scope as well as the failure to consider risk events that could delay the project significantly within their project plans.

Achieving project objectives within its schedule depends heavily on proactive planning, preparation and constant re-evaluation of its status while considering and managing possible risks, opportunities and uncertainties which may have negative or positive impacts on its schedule. Proactive schedule risk management and effective risk analysis approaches are increasingly essential for all project managers and project controls professionals to ensure possible risks and opportunities are well identified, assessed and mitigated to achieve schedule expectations.

Guided by Pedram Danesh-Mand, this advanced Project Scheduling and Schedule Risk Analysis (SRA) program will give you the practical skills to **plan and develop best practice schedules that meet contractual, integrity and structural criteria**, which can then be used for assessing the potential schedule risks and the likelihood of achieving project interim milestones and project completion date. You will gain insight into establishing schedules that **integrate scope, cost contingencies and potential risk events into your baseline schedule**. You will also **benchmark and analyze your current project scheduling and schedule risk analysis approaches against best practices** and revisit procedures like schedule health check reviews, risk management in accordance to ISO 31000, inherent risk assessment and schedule contingency assessment that are vital in **improving your organization's maturity in scheduling and risk analysis**.

This highly interactive and intensive executive program combines **real-world practical case study examples, hypothetical scenarios, group exercises and presentations** with a focus on **collaborative and experiential learning**. At the end of the program, you will leave with a **comprehensive end-to-end roadmap** guiding you through **key elements of scheduling and schedule risk analysis** from baseline schedule development, schedule reviews, critical path analysis, to practical schedule risk analysis implementation.

WHO WILL BENEFIT THE MOST

Directors, GMs, CFOs, COOs, Head of Departments, Senior Managers, Managers, Consultants, Project Controls, and Engineers responsible for:

- Planning & Scheduling
- Project / Project Management
- Project Control
- PMO
- Project Development
- Project Portfolio Management
- Risk Management
- Operation
- Budget & Cost Control
- Contract / Legal
- Claims

LEARNING OBJECTIVES

- **PLAN** and **DEVELOP** good practice project schedules, robust in contractual, integrity and structural terms
- **INTEGRATE** scope and cost contingencies in baseline schedule
- **CONDUCT** formal schedule health check reviews and risk assessment
- **ANTICIPATE** uncertain activities with Schedule Risk Modeling and Monte Carlo Simulation
- **IDENTIFY, ASSESS** and **REDUCE** risk impacts on schedule through mitigation and contingency planning
- **MANAGE** project risk data with Primavera Risk Analysis, Acumen Risk and MS Project
- **ASSESS** the occurrence probability of unique risks (e.g. wet weather) with Risk Scoring Model and Sensitivity Analysis

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Session B: 4 - 5 February 2016, Shangri-La Hotel, Singapore

PROGRAM AGENDA

Project Planning VS Project Scheduling

- Planning vs Scheduling
 - Scope
 - Work Breakdown Structure (WBS)
 - Cost Breakdown Structure (CBS)
 - Resource Breakdown Structure (RBS)
 - Case study – Major tunnelling project
- Schedule Development
 - Contract
 - Identifying project activities
 - Sequencing identified activities
 - Estimating activity resources and durations
- PMI Practice Standard for scheduling

Project Schedule Design and Scheduling Best Practices

- The baseline schedule
 - **Case study** – Major LNG project
 - Level of details and schedule maturity
- Dynamic schedule and its elements
- Scheduling best practices, including:
 - Contractual criteria
 - Integrity criteria
 - Structural criteria
 - **Case study** – A couple of schedule assessment in Extension of Time (EOT) claims

Project Scheduling and Common Challenges

- Common challenges and deficiencies
- Practical recommendations to address challenges
- **Case study** – Major upstream Oil & Gas project
- **Case study** – Major tunnelling project

Project Risk Assessment - Simulating Uncertain Activities

- Risk assessment techniques with ISO 31010
- Schedule Risk Analysis (SRA)
- Cost Risk Analysis (CRA)
- Monte Carlo Simulation to discover
- The probability of finishing as scheduled and/or below budget

Schedule Risk Analysis (SRA)

- Schedule Health Check Review softwares (PRA, Acumen Fuse, etc.)
- Schedule Confidence Level
 - **Case study** – Major power plant project
- The need for schedule contingency reserve
- Which risks should be mitigated

Advanced SRA

- Probabilistic branching
- Risk Driver Method in Monte Carlo simulations
- Prioritize risks to aschedule for focused risk mitigation
- Introduce integrated cost-schedule risk analysis
 - **Case study** – Major LNG project and gas production

Project Scheduling & Schedule Risk Analysis

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Case Studies on SRA

- **Case study** – Wet weather risk assessment for a road project
- **Case study** – Major rail project (claim and EOT assessment)

Project Schedule Risk Management - Managing uncertainty

- Risk management in accordance with ISO 31000
- **Case study** – Managing possible risks, opportunities and uncertainties
- Uncertainty/Inherent/Planned Risks vs Event/Contingent/Unplanned Risks
- Qualitative and quantitative risk analysis
 - o **Case study** – Probabilistic estimating

REGISTRATION PAGE

PROGRAM FEES

Session	1st Early Bird Fee Per Participant (If payments & registrations are received by 8 Dec 2015)	2nd Early Bird Fee Per Participant (If payments & registrations are received by 5 Jan 2016)	Regular Fee Per Participant
Session A: Managing Project Delays, Disruptions and Poor Performance with Effective Recovery Plan (2 - 3 Feb 2016)	S\$2,590	S\$2,790	S\$2,890
Session B: Project Scheduling & Schedule Risk Analysis (4 - 5 Feb 2016)	S\$2,590	S\$2,790	S\$2,890

GROUP DISCOUNTS

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Note: GST is applicable for Singapore-registered companies.

Booking Contact (Approving Manager) Mr/Mrs/Ms: _____
 Job Title: _____ Department: _____
 Telephone: _____ Fax: _____
 Email: _____
 Organization: _____
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☐ I would like to receive more information on hotel accommodation using Clariden Global corporate rate.

Please register the following participant for this seminar.

(Please tick ☐ to select your seminar(s). You may tick more than one.)

1st Participant Name (Mr/Mrs/Ms): _____

Job Title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____ Date of Birth: _____

Session(s): ☐ A ☐ B

2nd Participant Name (Mr/Mrs/Ms): _____

Job Title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____ Date of Birth: _____

Session(s): ☐ A ☐ B

3rd Participant Name (Mr/Mrs/Ms): _____

Job Title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____ Date of Birth: _____

Session(s): ☐ A ☐ B

4th Participant Name (Mr/Mrs/Ms): _____

Job Title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____ Date of Birth: _____

Session(s): ☐ A ☐ B

VENUE AND ACCOMMODATION INFORMATION

Shangri-La Hotel, Singapore

2 - 5 February 2016

22 Orange Grove Road,

Singapore 258350

Tel : +65 6737 3644

Fax : +65 6737 3257

Website : <http://www.shangri-la.com/en/property/singapore/shangrila>

4 WAYS TO REGISTER



Email: admissions@claridenglobal.com



Fax: +65 6567 4328



Call: +65 6899 5030



Website: www.claridenglobal.com

PAYMENT METHODS

BY CHEQUE / BANK DRAFT :

Made payable to CLARIDEN GLOBAL PTE LTD and mail to: 3 International Business Park, #04-29, Nordic European Centre, Singapore 609927

BY TELEGRAPHIC TRANSFER TO:

Bank Name: **DBS BANK**
 Bank Branch code: **027**
 Bank Address: **6 Shenton Way, DBS Building, Singapore 068809**
 Bank Account No: **027-903583-8**
 Bank Account name: **CLARIDEN GLOBAL PTE LTD**
 SWIFT Code: **DBSSSGSG**

Please note that all bank charges are to be borne by participants. Please ensure CLARIDEN GLOBAL PTE LTD receives the full invoiced amount.

Note: Please include invoice number on all payment types and your company's name in your payment instructions for our reference.

CREDIT CARD:

To make payment by credit card, please call our client services hotline at +65 6899 5030.

HOW TO REGISTER AND PAY

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment can be made by credit card, by bank transfer or by cheque.

ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.

ACCOMMODATION

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

ENJOY 60% CASHBACK

Productivity and innovation Credit (PIC) scheme allows registered Singaporean businesses to claim 60% cash back or enjoy 400% tax deduction for training.

For more information, please visit <http://www.claridenglobal.com/pic.php>

CANCELLATIONS AND SUBSTITUTIONS

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue.

Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

ALL CANCELLATIONS MUST BE RECEIVED IN WRITTEN FORM

PLEASE NOTE: CLARIDEN GLOBAL PTE LTD reserves the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled, CLARIDEN GLOBAL PTE LTD will refund the full amount and disclaim any further liability.

ENQUIRIES: If you have any queries about registration or payment please do not hesitate to contact our client services department on +65 6899 5030.

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