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2011

MANAGEMENT PRACTICES SERIES

FINANCE FORUM: SKILLS AND STRATEGIES FOR ORGANISATIONAL GROWTH AND STABILITY

JUNE 1 & 2, 2011

NOVOTEL SINGAPORE CLARKE QUAY

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ABILITY

PROFITABILITY

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■ INTRODUCTION

This forum is specially designed to give finance professionals a tactical perspective on their businesses, with particular attention given to leading strategically in today's environment of rapid change and growing global opportunities. It will focus on the latest developments in corporate finance and the management insights needed to drive sustainable value creation in organisations. Upon completion, you will have the capabilities to lead your organisations' growth activities with strong financial discipline and extensive strategic insight.

SIM Professional Development is proud to present this 2-day programme, in the form of a series of four sessions, exploring in-depth the latest financial management tools and techniques, finance transformation, enterprise risk management, governance and corporate social responsibility, and performance measurement reporting system.

■ METHODOLOGY

This forum will be delivered using a three-tiered approach and structure as follows:

- Technical overview and review of updates into the topic area under discussion
- Practical application of financial management principles using the review of case studies and examples
- Discussion of outcomes and implementation issues

■ WHO SHOULD ATTEND

CFOs, aspiring CFOs, Heads of Finance, GMs – Finance, Vice Presidents of Finance, Finance Directors, Financial Controllers, Finance Managers, Senior Finance Executives, Financial Analysts, Financial Consultants, Business Analysts and all senior executives responsible for improving financial and operational performance.

DAY 1 – JUNE 1, 2011

The Evolving Role of Finance: From Scorekeeper to Strategic Business

By **Geoff Lorigan**, MBA, MSc (Finance), PhD (Marketing), FNZIM

Today's organisations expect more from finance. Boards look to finance directors to increase shareholder value, manage financial risk, control costs and ensure compliance with more demanding governance regulations. On the other hand, senior managers want more timely and strategic inputs to improve the quality of their decisions and to identify value generating activities.

These rising expectations impose new pressures for finance because many finance professionals are not well-equipped to participate in strategy development and the management of their company's business performance. Nor are they well positioned to deal with the people aspects – a major issue given that people is the key to value creation and risk management. You need to step up and equip yourself with new leadership and management skills if you want to evolve from being *scorekeeper* to a *strategic business partner* and to deal with major organisation-wide issues alongside CEOs.

This interactive session will explain what this entails and how finance can transform itself from being just a scorekeeper to a strategic leader who plays a more strategic, value-adding role in the organisation.

Developing a Holistic Approach in Capturing, Quantifying and Communicating Risks throughout the Enterprise

By **Judy Lee**, Co-Founder of Dragonfly LLC

There is a risk/return trade-off in strategy, just as there is in finance. The strategies implemented to achieve success can, in fact, result in a higher degree of strategic risk. Strategic risk arises as a result of the commitment an organisation has made to specific ways of creating value in a particular product marketplace. This commitment can be undermined by circumstances that may or may not be controllable. Addressing strategic uncertainty requires creating strategic options for the future.

How can senior finance executives effectively assess the future without relying on measuring what has happened in the past? This session will answer this question and discuss in a practical presentation some leading-edge thinking around risk management as it relates to fundamental business strategy.

DAY 2 – JUNE 2, 2011

Governance and Corporate Social Responsibility

By **Kenneth A. Kim**, PhD, Associate Professor of Finance, State University of New York (SUNY) At Buffalo

Today's corporations operate in an environment of intense media, investor, regulatory and public scrutiny. The financial scandals of recent years have created a significantly more constrained regulatory environment. At the same time, increasing public and stakeholder concern about the social and environmental impacts of business practices is forcing organisations to come to terms with a much broader set of interests and expectations.

Dr. Kenneth Kim will discuss modern corporate governance, specifically on how and when executive compensation, auditors, directors, investment bankers, analysts, and creditors, are sometimes ineffective and effective monitors of executives and firms. He will also discuss corporate social responsibility. His talk will be broad but with some emphasis on Asia.

Towards the Measures That Matters – Developing Effective Business Performance Metrics/Reports

By **John Corrigan**, MBA, B.Bus, Grad Dip (Finance), Grad Dip (Marketing), FCPA

The proliferation of Key Performance Indicators (KPIs) as common currency in organisational language is often an indication of management's obsession with 'metrics mania'. This means that organisations are drowning in measurement swamp leading to sub-optimal performance outcomes.

The key to the success for effective performance measurement reporting is in the identification and understanding of the critical drivers and success factors that underpins organisational objectives and strategy.

This session will explore the critical components and issues to be considered in developing an effective performance measurement reporting system that will enhance organisation success.

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PROFILE OF SPEAKERS



Geoff Lorigan is the founder and director of the Institute for Strategic Leadership and the Programme Director of the Strategic Leadership Programme for CEOs and Senior Executives at Millbrook in Queenstown, and the QSTATION in Sydney. He was previously Associate Dean at the University of Auckland,

and Director of the University of Otago Advanced Business Programme. He was also the Director of The Auckland MBA and The Otago MBA and held Professor of Strategy appointments at both universities.

Geoff mentors high potential individuals (corporate strategy, competitive strategy and career planning) and delivers and directs the STEPPING | UP programme that provides one-on-one business coaching for CEOs and senior executives. He also consults widely

to public and private companies in the areas of strategic planning, the development of high performance teams, and creating shareholder value.

Additionally, he has held two CEO positions in New Zealand and two CEO positions in the UK. His qualifications and credentials include two post-graduate degrees, and he is a Fellow of the New Zealand Institute of Management.



The Capital Markets Company (Capco).

Lee co-founded Dragonfly LLC, a New York-based firm providing strategy, risk management development and investment

Judy Lee is a strategy consultant, risk management expert, and capital markets professional with 20 years of experience. She has worked in Bankers Trust New York and was a partner at Capital Market Risk Advisors (CARA) and

advice for boards, CEOs, CFOs, business and risk heads in US, Europe and Asia.

As a partner at Capco, she was responsible for building the risk management, shareholder value and strategy business worldwide as well as for client relationships. As a principal at Bankers Trust, New York, Lee was part of the pioneering team that developed and implemented RAROC (risk capital and risk-adjusted returns) methodology throughout the bank – the first in the market and now an industry standard. She also designed and ran Bankers Trust's risk measurement and reporting processes.

Lee was responsible for day-to-day risk evaluation of the bank's portfolio, supporting active CEO decision-making across all trading centres including New York, London, Tokyo and Singapore. She also developed risk policies, limits, and quantification models for new businesses/markets like Latin America and other emerging markets.

Lee co-authored the highly regarded book *RAROC and Risk Management* and the articles *Companies Using Control Self Assessment Don't Really Know Their Risk*, and *Integrating Stress Testing with Risk Management*.



Dr. Kim consults for various businesses and organisations including money managers, financial institutions, stock exchanges, governments, and other regulatory bodies

Kenneth A. Kim, PhD, is a finance professor at the State University of New York (SUNY) at Buffalo where he is also the academic director of the Singapore EMBA Programme and Chair of the MBA Programme.

in the areas of international finance, Asian financial markets, and financial markets regulation.

Dr. Kim is the author of the CFA Institute's "body of knowledge" material pertaining to corporate governance. During 1998 and 1999, he worked as a senior financial economist at the US Securities and Exchange Commission in Washington, DC, where he worked on a wide variety of corporate finance and governance issues, including mergers & acquisitions regulations. His research has been highlighted in the

financial press including *The Wall Street Journal*, *The Financial Times*, *NewsWeek* and *BusinessWeek*.

He has been published in the *Journal of Finance*, the *Journal of Business*, the *Journal of Corporate Finance*, and the *Journal of Banking and Finance*, among other leading academic journals. He recently authored a review paper on international corporate governance for the journal, *Corporate Governance: An International Review*. Dr. Kim is also author of *Infectious Greed* and the textbook, *Global Corporate Finance*.



His work experience includes a number

John Corrigan is managing director of a specialist financial management resources and consulting service firm that assists the finance function in delivering improved performance and added value to the business.

of years in financial and management consulting. Prior to consulting, he worked in various financial management roles, for several MNCs.

John was a pioneer of the Balanced Scorecard and other performance methodologies in Australia. His current professional focus is on Business Performance Management frameworks (including KPIs and other measurement systems), budgeting/forecasting systems and reporting and

communication strategies.

John was technical director to CPA Australia's Centre of Excellence and is a regular conference speaker and business writer on contemporary financial and management issues. He has written over 100 articles on business and management issues in professional and national papers and magazines. He is currently drafting white papers on 'Budgeting and Innovation' and 'Effective Reporting Strategies'.

ADMINISTRATIVE INFORMATION

Date June 1 & 2, 2011
 Time 9.00 am – 5.00 pm
 (Registration starts at 8.15 am)
 Venue Novotel Singapore Clarke Quay
 177A River Valley Road
 Singapore 179031
 Closing Date May 16, 2011
 Programme Secretariat Kathleen Tan / Gina Tan
 Tel : (65) 6248 9407 / 6248 9418
 Fax : (65) 6467 4401
 E-mail : exec@sim.edu.sg

1. Hotel Reservations (for foreign delegates)

Please contact us for assistance in hotel reservations.

2. Registration and Payment

A place will be reserved for you upon receipt of your registration by fax/e-mail. Please inform us in writing of any change in your registration 14 days before commencement of programme, after which 25% of programme fee will be chargeable.

If no notification is received by commencement date, the full programme fee will be charged.

For foreign delegates sponsored by their companies, GST is not applicable. If payment is made through a local company, GST will apply.

Payment must be made by the closing date stated. All cheques/ bank drafts must be made payable to **'Singapore Institute of Management'**, crossed and marked 'A/C payee only' with the programme title(s) indicated on the back of the cheques. Mailing address can be found at the bottom of this brochure.

3. Refund of Fees

If notice of withdrawal is given in writing.

- 100% refund for written notification 14 days before commencement
- 75% refund for written notification within 14 days before commencement
- After commencement/No show – No refund

4. Changes to Programme

Changes in programme date, time, fees and speakers may occur due to unforeseen circumstances. However, SIM will ensure that every effort will be made to inform participants of the change. SIM reserves the right to cancel the programme due to unforeseen circumstances.

For more information on SIM programme and services, please visit our website at www.sim.edu.sg/pd

REGISTRATION FORM

MANAGEMENT PRACTICES SERIES

**FINANCE FORUM:
 SKILLS AND STRATEGIES FOR ORGANISATIONAL GROWTH AND STABILITY**

I am attending (<input checked="" type="checkbox"/> Please tick)	Early Bird Special (Register and pay before April 25, 2011)	Normal Fee
<input type="checkbox"/> SIM Member	\$1,870 + 7% GST = \$2,000.90 per person	\$2,040 + 7% GST = \$2,182.80 per person
<input type="checkbox"/> Standard (Non-member)	\$2,200 + 7% GST = \$2,354.00 per person	\$2,400 + 7% GST = \$2,568.00 per person
<input type="checkbox"/> Group of 3 persons or more	\$1,760 + 7% GST = \$1,883.20 per person	\$1,920 + 7% GST = \$2,054.40 per person

Fee includes two Tea Breaks, Lunch and Event Materials

* Qualifying companies may apply for Productivity and Innovation Credit (PIC). For more details, please visit www.iras.gov.sg or email picredit@iras.

Participant's Information

Name: Dr./Mr./Ms. _____
 NRIC: _____
 Job Title: _____
 Tel: (O) _____ (Hp) _____
 E-mail: _____

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 E-mail: _____

Participant's Information

Name: Dr./Mr./Ms. _____
 NRIC: _____
 Job Title: _____
 Tel: (O) _____ (Hp) _____
 E-mail: _____

Contact Person's Information (if different from primary participant)

Name: Dr./Mr./Ms. _____
 Job Title: _____
 Tel: (O) _____ (HP) _____
 Email: _____

Billing Information

Company: _____
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Enclosed is a cheque/bank draft made payable to the

'Singapore Institute of Management':

Cheque/bank draft No: _____

Amount: S\$ _____

For more participants, please list down their details in a separate sheet and fax over together with this registration form.