



KEY PERFORMANCE INDICATOR
PROFESSIONAL
STRATEGY MANAGEMENT GROUP



STRATEGY
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GROUP

In Association With:



Strategy Management Group (SMG) KPI Professional (KPI-P) Certification Program

A 5 Day Program (3 day + 2 day)

Benefits Of Attending This Course:

- Learn best practice techniques to more effectively and efficiently develop, deploy and manage KPIs as part of a strategic management system
- Understand important business drivers that ensure a successful performance measurement system implementation
- Contribute to organizational success by measuring what matters most
- Apply what you have learned to your own organization's performance measurement architecture

OFFER

3 FOR 2

Save up to **\$1000**
by booking early!

This Program is taught by experienced Strategy Management Group (SMG) Senior Associates who have trained over 5,000 practitioners and consulted for hundreds of organizations from over 60 countries since 1997.



Delegates are requested
to bring their laptops to
the course

25 – 29 March 2018*

Kempinski Hotel, Mall of the Emirates, Dubai, UAE

6 – 10 May 2018*

The Address Hotel, Dubai Marina, Dubai, UAE

11 – 15 November 2018*

Conrad Hotel, Dubai, UAE

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Meet Your Expert Course Leaders

25 – 29 March 2018



Eddy Abou Chakra

Managing Partner, Vanguards Consulting

Eddy is the Founder and Managing Partner at VANGUARDS Consulting.

He has over 20 years of strategy and business transformation experience acquired through various engagements in the Middle East and Europe. His key focus is on strategy formulation, strategy execution, performance management, organization transformation, business process improvement, information systems, marketing, and business development. Eddy has advised governments, financial institutions, telecom operators, construction and real estate companies. He has led major strategy and transformation engagements with key focus on value proposition enhancement, governance, technology, product development, service delivery, business models, due diligence, and HR. Eddy has extensive experience in leading focused strategy engagements as well as large transformation projects.

Eddy held various positions in international audit and consulting firms and headed the IS Audit and consulting function at two of the top 10 international audit and consulting firms.

Eddy is a Certified Information Systems Auditor (CISA – ISACA), certified Balanced Scorecard Master Professional (BSMP – George Washington University), and Certified E-business Consultant (CEC – ICECC).

11 – 15 November 2018



Rami Itani

Strategy and Management Consulting
Senior Advisor and Member of the
Association of Business Process
Management International
(ABPMP)

Rami is currently a Partner at VANGUARDS Consulting, a management consulting firm with deep functional knowledge spanning strategy formulation and execution, business process management and information technology.

His areas of expertise include strategy formulation and execution (using the Balanced Scorecard framework), organisational design, business process optimisation and workflow, manpower optimisation, as well as developing and implementing policies and procedures relating to human resources, and finance and accounting.

Previously, Rami worked on performance improvement services at PricewaterhouseCoopers. He has a vast exposure to multinational companies and his main focus is on helping clients translate their strategy into operations thus reengineering existing processes to accommodate the new strategic direction of the organisation, as well as increase efficiency and effectiveness.

Rami is a member of the Association of Business Process Management International (ABPMP), an international organisation dedicated to the advancement of business process management concepts and practices.

Rami has led assignments across different industries including banking, contracting, F&B, media, manufacturing, production, etc. Such assignments ranged from complete turnaround situations (strategy formulation, organisation restructuring, and business process management) to scope specific projects like developing/cascading scorecards or restructuring of certain functions or processes.

6 – 10 May 2018



Joe DeCarlo, BSMP, PMMP

Vice President of International

Joe DeCarlo is the Vice President of International, as well as a senior consulting associate, who has 40+ years of extensive experience in business structuring,

strategy formulation/implementation including Balanced Scorecard use, change management, and the design/execution of innovative operational business models/solutions in the private, public, and non-profit sectors.

Joe's experiences included profit and loss responsibilities, in information technology (hardware and software), consulting, education, and publishing with the IBM Corporation, university senior management and instructor at the Milwaukee School of Engineering, alumnus of the inaugural executive-in-residence program for technology start-ups at the Plug and Play Technology incubator in Sunnyvale, CA, and consultant/instructor with the Balanced Scorecard Institute.

At the Balanced Scorecard Institute, Joe is engaged with multiple for-profit, government, and non-profit strategy and Balanced Scorecard projects ranging from high-level organizational strategy to business units through aligned teams and individual strategy development.

Joe has served as the BSI Officer-in-Charge, lead consultant, project manager, team member, on-site trainer, or advisor for Cisco, ADP, Community Action Program, US Air Force, Key Logic Systems, Abu Dhabi Police, Fluor Corporation, Ghana Civil Aviation Authority, Uganda Revenue Authority, Regional Resource Center Program, Ethiopia Federal Ministry of Health, Saginaw Chippewa Tribal College, Canada Foundation for Innovation, CBM Canada, Innovair Group, US Army Training and Doctrine Command, BuildZig, Meadow Lark Transportation Solutions, Suncor Energy, Ghana State Enterprise Commission, Zubair Corporation, US Navy - NAVAIR PMA-231, Missouri Employers Mutual Insurance Company, Vital FSM PetroCorp, Uganda National Roads Authority, Kenya Revenue Authority, US Department of Defense – Defense Media Activity, San Mateo County Government: Assessor-Clerk-Recorder-Elections, King Faisal Specialist Hospital and Research Center, Abdul Latif Jameel, Adaa – National Center for Performance Management – Vision 2030, Liebherr Mining Equipment (USA, France, Brazil), Central Bank of Ghana, Pittsburgh – Corning, Belize Water Services, Central Bank of Belize, Puerto Rico Science, Technology and Research Trust, Caribbean Community Commission Secretariat, Ascendant Group – BELCO, Central Bank of Jamaica, Abdul Latif Jameel Investments, DETASAD, City of Glendale Arizona and Petrojam Refinery.

Joe is certified by BSI and The George Washington University College of Professional Studies as a certified Balanced Scorecard Master Professional and Project Manager as well as a certified Effective Facilitator through the Leadership Strategies Institute and a certified Product Marketing Manager through the Pragmatic Marketing Institute.

In Association With:



Certification Partners

Certifications are offered through Strategy Management Group (SMG) and The George Washington University College of Professional Studies (GWUCoPS).

SMG, in association with the GWUCoPS developed the KPI Professional Certification program as a comprehensive program for leaders, managers, or analysts who want to learn how to build, deploy, and sustain KPIs in order to improve organizational strategic or operational performance.



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Strategy Management Group (SMG) KPI Professional (KPI-P) Certification Program

KPI Professional Certification (KPI-P) A 5-Day Program (3-day + 2-day)

25 – 29 March 2018* | Kempinski Hotel, Mall of the Emirates, Dubai, UAE

6 – 10 May 2018* | The Address Hotel, Dubai Marina, Dubai, UAE

11 – 15 November 2018* | Conrad Hotel, Dubai, UAE

Why You Should Attend

- Delegates learn a simple, “do-it-yourself” methodology to develop meaningful performance measures
- The SMG KPI program builds off the Balanced Scorecard programs that have been successfully delivered for over 15 years
- The program includes multiple performance measurement frameworks and tools, including the logic model, cause-effect, process flow, and many more!
- Successful delegates are jointly certified by The George Washington University College of Professional Studies and SMG; and offer CEU credit
- The program is based on a wholly integrated performance measurement and management framework
- Practical, step-by-step exercises, instruction and application guidance are provided by expert trainers
- SMG instructors have decades of practical experience “in the trenches”

How To Become Certified

There are two paths to earning KPI Professional Certification

1. Attend a single KPI Boot Camp course of study, with exam:

- a. Attend the 5-day KPI Professional Certification Boot Camp (includes Part 1 and Part 2)
- b. Pass the KPI Professional Certification exam

2. Take the two sections of the Boot Camp on different occasions, with exam:

- a. Attend the 3-day KPI Professional Certification Part 1
- b. Attend the 2-day KPI Professional Certification Part 2: Professional Application course
- c. Pass the KPI Professional Certification exam

Assessment And Certification

Delegates must meet two criteria to be eligible for the GW/SMG Certificate:

1. Satisfactory attendance – delegates must attend all sessions of the course. Delegates who miss more than 2 hours of the course sessions will not be eligible to sit the course assessment
2. Successful completion of the course assessment

Delegates who do not meet these criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hours attended.

Learning Objectives

Delegates will learn how to:

- Recognize performance management as a key strategic and competitive differentiator
- Understand theory and application of corporate performance management through Balanced Scorecards (BSCs) and other frameworks for developing KPIs
- Create buy-in and a culture of continuous performance improvement
- Drive performance-informed budgeting and accountability
- Develop best practice KPIs, performance targets, and management dashboards
- Improve performance of departments, teams, programs, projects, risks, and individuals
- Communicate performance information throughout the organization to better inform decision-making

Program Overview

KPI and performance measurement development is a discipline that involves articulating what an organization is trying to accomplish and then identifying the most meaningful and useful indicators of success. Simply selecting standard measures from a long list of possible measures is not effective. Performance measures, or KPIs, are a key part of any strategic management system, as they are critical to assessing the effectiveness of strategy implementation. KPIs also help with analysis of the gap between actual and targeted performance, and with measurement of organizational effectiveness and operational efficiency. Operational measures, project measures, risk measures, and employee measures provide an early-warning system throughout an organization to help improve performance. Meaningful and strong KPIs provide insight into whether strategies are working, whether programs, projects and services are on schedule, on budget, and delivered effectively. KPIs focus employees' attention on what matters most for success, and allow for measurement of accomplishments.

Most people – whether executives, managers, strategy or performance professionals, or analysts – struggle to develop and manage KPIs or use performance

information to make better decisions. This program helps participants who are working to find meaningful KPIs, get true buy-in to performance measurement, align measures to strategy, and use measures to drive improvement to reach targets.

This program is designed for all sectors – business and industry, government, and non-profit – and provides participants with practical tools to developing meaningful strategic and operational performance measures, and then develops their skills through a series of practical application exercises. Delegates are taught how to use several tools, including the logic model and cause and effect, that are used by organizations around the world. Delegates are also taught how to understand and articulate desired results, determine what to measure, set targets and thresholds, develop composite measures using lower level performance measures, measure outcomes, outputs, processes, and inputs, and produce visually appealing reports and dashboards that better inform decision making throughout an organization.

This course is designed to help delegates understand the fundamentals of performance management, then successfully develop, deploy, and manage meaningful KPIs for strategic, operational, or program management.

Program Curriculum

Course Timings: Registration and coffee will be at 08:00 on Day One of each course. The courses will commence at 08:30 and conclude at 17:00. There will be refreshment breaks at appropriate times and lunch will be served at 12:30.

KPI Professional (KPI-P) Certification Part 1

3-Day Course

The KPI Certification Part 1 course provides an introduction to KPIs and their strategic context, and then introduces delegates to a step-by-step methodology that can be used to develop various types of KPIs. Through short lectures, case studies, and applied exercises, delegates learn the fundamentals of KPI development, how to get true buy-in to performance measurement by building a performance measurement culture, and how to strongly align measures that drive improvement to strategy.

The focus of Day One is on understanding basic KPI terminology and the purpose of measurement, as well as the strategic context needed to develop and align meaningful KPIs.

On Days Two and Three, delegates learn and apply advanced concepts of performance measurement.

Delegates focus on making strategy measurable and easier to communicate and cascade. They select and design KPIs in a consistent way, using the right data and with the right ownership. With this knowledge, the delegates design insightful and actionable reports and dashboards that focus discussion on improvement and are able to clearly see the real signals from measures about whether performance is improving or not.

At the end of the Part 1 course, delegates will understand how to clearly communicate desired results and make lasting improvements in performance. They will be able to tightly align measures to strategy, and measure intangible goals, while streamlining the measurement and reporting process to reduce cost, effort, and cycle time. By learning KPI development, delegates will get everything needed to create measures that transform an organization's performance.

Course Overview

Day One

KPI Development Overview

- Introduction To KPIs and strategic management
- Creating the right performance measurement culture to build buy-in
- Understanding strategic context ("Begin with the End in mind")

• Application exercises

• Tools, templates and supplemental resources

Day Two

Performance Measurement

- Understanding measurement's purpose
- Mapping measurable results
- Designing meaningful measures
- Building buy-in to measures

• Application exercises

• Tools, templates and supplemental resources

Day Three

Performance Measurement (cont.)

- Implementing measures
- Reporting performance measures
- Interpreting signals from measures
- Reaching performance targets
- Summary – preparing for a successful implementation

• Application exercises

• Tools, templates, and supplemental resources

Would you like to run this course in-house?

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KPI Professional (KPI-P) Certification Part 2 (Application Course)

2-Day Course

This course is designed to help delegates who understand the fundamentals of performance management successfully develop their skills through a series of practical application exercises. The course covers more advanced KPI topics including the development of strategic, operational, project, risk, and employee measures, as well as creating KPI alignment by cascading objectives and managing with performance information. Delegates learn an early-warning system that can be used throughout an organization to help improve performance. Throughout the course, delegates will be applying the framework and learnings to an individualized KPI project that reflects improvements in their organization. At the conclusion of the program, each participant will share their application project for peer and faculty feedback.

By the end of the program, delegates will be able to: improve managers' and employees' perception of the value and importance of measuring performance; lift the skill level of managers and employees in selecting meaningful measures and using measures to support their decisions increase the active involvement of employees in selecting and implementing performance measures; reduce the cycle time of implementing new performance measures, from choosing them to using them; and increase the proportion of strategic and operational business objectives that have meaningful measures identified.

Day Four

KPI Application And Developing Measures

- Developing measures for strategy execution
- Developing measures for operations
- Developing measures for projects
- Developing measures for programs
- Developing measures for employee performance
- Course application project introduction

• Advanced Topic: KPI case studies

• Application exercises

• Tools, templates, and supplemental resources

Day Five


KPI Advanced Topics And Delegate Presentations


- Creating KPI alignment by cascading objectives
- Managing strategically with performance information
- KPI development application project for participant organizations
- Final delegate application project presentation and discussion


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If you have 6 or more people interested in attending, and would like to customise this training course to suit your team and business, contact our **Training Consultants** on **+971 4 407 2624** or email **cts@informa.com** you could save up to 40% compared to attending our open training programmes.

Course	Date	Course Fee Before	Course Fee Before	Final Fee
BC7045	25 - 29 March 2018*	14 January 2018* US\$ 4495	14 February 2018* US\$ 4995	US\$ 5495
BC7200	6 - 10 May 2018*	25 February 2018* US\$ 4495	1 April 2018* US\$ 4995	US\$ 5495
BC7251	11 - 15 November 2018*	2 September 2018* US\$ 4495	7 October 2018* US\$ 4995	US\$ 5495

DISCOUNTS AVAILABLE FOR 2 OR MORE PEOPLE

CALL: +971 4 335 2483
E-MAIL: a.watts@informa.com

KPI Professional (KPI-P) Certification Part 1	25 - 27 March 2018*	14 January 2018* US\$ 2995	14 February 2018* US\$ 3495	US\$ 3995
	6 - 8 May 2018*	25 February 2018* US\$ 2995	1 April 2018* US\$ 3495	US\$ 3995
	11 - 13 November 2018*	2 September 2018* US\$ 2995	7 October 2018* US\$ 3495	US\$ 3995
KPI Professional (KPI-P) Certification Part 2	28 - 29 March 2018*	14 January 2018* US\$ 2495	14 February 2018* US\$ 2745	US\$ 2995
	9 - 10 May 2018*	25 February 2018* US\$ 2495	1 April 2018* US\$ 2745	US\$ 2995
	14 - 15 November 2018*	2 September 2018* US\$ 2495	7 October 2018* US\$ 2745	US\$ 2995

Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and successfully complete the course assessment will receive an Informa/GW Certificate of Attendance.

All registrations are subject to our terms and conditions which are available at www.informa-mea.com/terms. Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

*Book and pay full fee for two colleagues and the third attends for FREE.

- * The 3 for 2 offer is valid on full price final fee registration
- * Not applicable in conjunction with corporate discounts
- * Payment to be settled before start of the course to avail the offer
- * This offer is not applicable on Early Bird Prices

Pricing excludes 5% VAT, which will be charged where applicable

DELEGATE DETAILS

First Name: _____ Surname: _____

Job Title: _____

Company: _____

Address: _____

Postal Code: _____ Country: _____ City: _____

Tel: _____ Mobile: _____ Fax: _____

Email: _____

PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

CANCELLATION

- If you are unable to attend, a substitute delegate will be welcome in your place
- Registrations cancelled more than 15 days before the Event are subject to a US\$ 250 administration fee
- Registrations cancelled between 14 – 8 days before the Event are subject to a 25% cancellation fee
- Registrations cancelled 7 days or less before the Event must be paid in full
- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing
- Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics
- For full details, please visit www.informa-mea.com/terms-and-conditions-for-delegates

BC7045/BC7200/BC7251

EVENT VENUE

Kempinski Hotel, Mall of the Emirates, Dubai, UAE Tel: +971 4 3410000
 The Address Hotel, Dubai Marina, Dubai, UAE Tel: +971 4 436 7777
 Conrad Hotel, Dubai, UAE Tel: +971 4 444 7444

ACCOMMODATION DETAILS

We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the Hospitality Desk for assistance on:
 Tel: +971 4 407 2693 Fax: +971 4 407 2517
 Email: hospitality@informa.com

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