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| คณะผู้บริหาร |
| มหาวิทยาลัยสุรนารี |
| เลขที่ 2199 |
| วันที่ 9 ต.ค. 2549 |
| เวลา 14.30 |



บันทึกข้อความ

ส่วนราชการ งานวิเทศสัมพันธ์ กองแผนงาน สำนักงานอธิการบดี โทร. 3039-40
 ที่ ศร 0529.5.1/๐447 วันที่ ๑ ตุลาคม 2549
 เรื่อง Workshop & Conference on Service Excellence 2006 and
 Drive Performance Excellence through KPIs and Scorecards 2006

เรียน คณบดีคณะเภสัชศาสตร์

- () เพื่อโปรดทราบ
- () เพื่อโปรดทราบและถือปฏิบัติตามนัยหนังสือดังกล่าว
- (/) เพื่อโปรดทราบและแจ้งผู้เกี่ยวข้องทราบ
- (/) เพื่อโปรดแจ้งเวียนและประชาสัมพันธ์
- () เพื่อโปรดทราบและพิจารณา ดำเนินการต่อไป
- () โปรดส่งกลับงานวิเทศสัมพันธ์ภายในวันที่
- () อื่นๆ

ภทศ อ.
 (ผู้ช่วยศาสตราจารย์ ดร. ภทรียา วิสัยจร)
 รองอธิการบดีฝ่ายวิเทศสัมพันธ์

เรียน คณบดี
 - ส่งให้สาขาพยาบาล

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Workshop & Conference on Service Excellence 2006
9-11 October 2006
Drive Performance Excellence through KPIs and Scorecards-2006
Executive Workshop/Short Course
16-18 October 2006

มหาวิทยาลัยอุบลราชธานี
 เลขรับ 9138
 วันที่ 28 ก.ย. 2549
 11:20 AM

To : President
 Company : Ubon Ratchthani University
 Fax Number : 006645288388

From : Best Practices Search (S) Pte Ltd
 Tel Number : + 65 64912887
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Pages including cover page: 4

Time : 9:21:40 AM

วันที่ 22/06 618
 วันที่ 29 ก.ย. 2549

Dear Sir/Madam,
 Invitation To Participate At "Workshop & Conference On Service Excellence 2006" And "Drive Performance Excellence Through KPIs And Scorecards 2006"- Executive Workshop And Short Course

We are pleased to announce that Best Practices Search (S) Pte Ltd, a regional company which excels in the promotion of Best Practices, is hosting the 2 strategic management programmes in October as follows:-

- **Workshop & Conference on Service Excellence, 9-11 October 2006 at Suntec Singapore International Convention & Exhibition Centre**
 This 3-day programme will share with you the best practices in moving an organization towards service excellence from 4 leading and authoritative management practitioners:
 - Mr. Fong Ho Keng, Principal Lecturer from Ngee Ann Polytechnic (NP) Singapore
 - Mr. Na Boon Chong, Country Manager of Hewitt Singapore
 - Dr. Gunilla Örwén, CEO of Vitalitet Human Management AB (Sweden)
 - Mr. Goh Swee Seang, Deputy Director General, National Productivity Corporation (NPC) Malaysia
- **Drive Performance Excellence through KPIs and Scorecards - an Executive Workshop/Short Course, 16-18 October 2006 at Meritus Mandarin Singapore Hotel**
 It will be conducted by Mr. Patrick Ow, an experienced KPI/Scorecard Consultant who will provide detailed how-to steps to establish KPIs and Scorecards in the workplace that is aligned to organisational strategy and for driving performance excellence.

The targeted participants consist of senior management, administrators, practitioners of human resources, quality service and corporate planning, organisational development and operation who are responsible for customer / clients service, organisational excellence, strategic planning, performance measurement, quality planning and development, research and planning from the following bodies: government departments, statutory boards, financial institutions, education institutions, multinational corporations (MNCs), public listed companies (PLCs), government-linked companies (GLCs), consulting firms, service-oriented industries and small-medium enterprises (SMEs). Academicians, management consultants, entrepreneurs and trainers will be invited as well.

On behalf of the organiser, we are pleased to extend our official invitation to you / your esteemed organisation to nominate relevant executives in charge of service development, customer / clients service, organisational excellence, corporate planning, quality management, business services support, human capital development, performance management etc. who are interested in the pursuit of management excellence to participate in this practitioners-oriented programmes.

Attached, please find the programme details and participation fees for your perusal and consideration. Kindly contact our Customers Service Division - Ms. Nicole or Ms. Rositah at Tel : 6491 2887 or log on to the website: www.bestpractices-search.com for further information. We look forward to your valued participation at the event. Thank You.

Yours sincerely,
CLEMENT LEONG
 Chief Executive
 Best Practices Search (S) Pte Ltd

โดย สมบัติพร วัฒนศิริ (นางสาวสมบัติพร)
 - โพลี/กรีน/กรีน
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Strategic Themes Covered in Drive Performance Excellence through KPIs & Scorecards Workshop

By Mr. Patrick P.C. Ow

KPI/ Scorecard Practitioner/Consultant, Chartered Accountant

The course leader is a member of CPA Australia. He is also a certified trainer under Development Dimensions International (DDI)'s Train-The Trainer program. Having worked in Australia, he has helped organisations improve their performance and productivity. He has also managed daily Human Resource and Administration operations in several organisations and developed Enterprise Risk Management framework for multi-national organisations such as BMW, CPA Australia, Shell, Lafarge etc

Day 1: 16 October 2006 (9.00 am - 5.00 pm)

• Mobilise Change through Executive Leadership

Executive leadership, driven by a need for change, supports the effort to establish a new way of managing based on a performance-oriented culture. The single most important condition for success is the ownership and active involvement of the executive team. A successful program also begins with the realisation that it is not a "metrics" project; it's a change process that will lead to establishing strategy execution as a core competency within the organisation. Change agents provide guidance and act as role models for a new approach to strategic management.

• Translate the Strategy into Operational Terms

The scorecard translates the strategy into a language everyone understands. It is a framework to describe and communicate strategy in a consistent and insightful way. A strategy/ value-driver map is powerfully communicates the cause-and-effect relationships that show how intangible assets transform into tangible, often financial, outcomes. The scorecard's use of quantitative lead and lag measures allows value-creating processes to be described and measured - and, ultimately, managed, creating a common and understandable point of reference for all employees.

• Driving Performance Across the Business: Setting Goals and Targets

The key to developing and implementing performance management systems is the process of setting attainable and achievable goals throughout the organisation and using factual performance information to drive action across the entire business.

• Align the Organisation Around Its Strategy

The scorecard is used to cascade the strategy to all parts of the organisation and align resources needed to accomplish the strategy. Business units and shared service units become linked to the strategy through the common themes and objectives that permeate their scorecards. Successful organisations use their Scorecards in a coordinated manner to ensure the whole exceeds the sum of the parts.

Day 2: 17 October 2006 (9.00 am - 5.00 pm)

• Performance Measurement: Selecting the Right Measures that Align to Strategy

Once a strategy is formulated and communicated, it becomes ripe for execution. However, great challenges await the organisation that seeks to execute strategy. High-performing organisations develop measures that set a clear path for action. To be effective, a performance measurement system has to embody the organisational strategy and mission. The right metrics link together valuable information that enables the organisation to adhere to its strategy and improve performance.

• Cascading The Scorecard through the Organisation

When a new strategy is introduced to the organisation, there is often uncertainty, confusion and resistance among business units. The cascading process involves driving the scorecard down into the organisation and giving the opportunity to all employees to demonstrate how their day-to-day activities contribute to the company's objectives and strategies. Cascading the scorecard through the organisation heightens the understanding of the link and alignment between individual and corporate objectives.

• Motivate to Make Strategy Everyone's Job

The reward and recognition system is used to align individuals to the performance objectives called for by the strategy. Strategy focused organisations require that all employees understand the strategy and conduct their day-to-day business in a way that contributes to the success of the strategy. Executives use the scorecard to communicate and educate the organisation about the new strategy. Where possible, successful organisations link incentive compensation to the scorecard. They use business unit and division scorecards as the basis for rewards and stress the importance of teamwork in executing strategy.

• Laying the Foundation for Integrated Planning and Budgeting

In today's dynamic business environment, it's not good enough to make strategy an annual event. To remain competitive, your organisation's strategy - and its execution - must be continually re-evaluated and refreshed based on market conditions, competitive intelligence, and feedback about how the strategy is working. This is the essence of "making strategy a continual process," one of the key principles of becoming a strategy focused organisation. And it's the starting point for creating an integrated planning and budgeting system that's aligned to your strategy.

• Govern to Make Strategy a Continual Process

Strategy execution is linked to the budget, and a reporting system - based on scorecard measures - is used to provide feedback on strategic performance. As the organisation begins to use the scorecard for management reporting, it also uses it to test its hypotheses about the strategy's effectiveness. If necessary modifications can be made to improve performance outcomes. New approaches are adopted for management meetings that place emphasis on strategy. Ultimately, strategy becomes a continual process, and other components of the strategic management system - budgeting, strategic investments, external reporting - are integrated into this strategic governance approach. Advanced organisations create an office of strategic management to firmly establish this competency.

Day 3: 18 October 2006 (9.00 am - 5.00 pm)

• Developing a Comprehensive System to Collect Performance Information for Decision-Making

Executives are starving for information that gives them a view of their entire enterprise. When organisational leaders do not have adequate performance data, they are prone to miss out on opportunities to drive change and enhance performance across business units. Moreover, when those leaders have a window into their business, they can identify performance problems and unlock the secrets to driving profitability. By linking measures and developing a comprehensive performance measurement system, executives can identify those areas of their organisation that are performing well and make them even better.

• Linking with Other Performance Management Tools

Strategy focused business planning isn't implemented in a vacuum - most organisations have existing planning and budgeting processes, initiative selection and management approaches, and other ongoing operations improvement and performance management programs. The real value comes from integrating these processes and programs and linking them to strategy. Performance management tools such as Activity-Based Costing, Six Sigma, and risk management can further enhance the scorecard's value by translating high-level targets into actionable objectives and measures.

• Measuring HR Capability through Scorecards

The HR function can use the scorecard to measure the results of its initiatives company-wide and verify how significantly HR efforts are contributing to the organisation. The HR component of the scorecard monitors critical workforce indicators, enhances HR's ability to provide effective solutions and promotes a culture of continuous improvement. We need to create a scorecard that links directly to business unit and corporate goals and aligns every HR program with your principal strategy, resulting in a human capital management system that establishes HR as a business partner.

• Using CPM to Gain a Competitive Advantage

Cutthroat competition, compressed business cycles, Wall Street worries, and countless other factors are compelling companies to find new ways of working better-faster-and-cheaper. Corporate Performance Management (CPM) is emerging as the next big breakthrough on the road to greater productivity and profitability. What exactly is it and what's all the buzz about? We will introduce the concept of CPM and offer a working definition. You'll find out how to develop an integrated CPM strategy, and how the scorecard fits into the big picture.

Workshop & Conference on Service Excellence 2006

Pre-Conference Workshop

Moving towards Service Excellence - Service Leadership, System, Delivery, Measurement and Improvement

Mr. Fong Ho Keng

*Principal Lecturer, Ngee Ann Polytechnic, Expert in "Strategy Formulation and Implementation"
(Outstanding QC Manager of the year 2001)*

Course Contents

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| <p>Day1 (9 Oct. 2006): 9.00am to 5.00pm</p> <p>1. Introduction</p> <p>1.1 Why embark on a journey to Service Excellence? 1.2 Why adopt an integrated and holistic approach? 1.3 Introduction to a Service Excellence Model 1.3 Introduction to a Totally Integrated Management System (TIMS®) 1.4 From Service Excellence to Organisational Excellence</p> <p>2. Customer Service Delivery</p> <p>2.1 Introduction to Customer Service 2.2 Cost of Lost Customer 2.3 Building the Lens of the Customer 2.4 Dealing with Customer Turn-offs 2.5 Dealing with Dissatisfied Customers 2.6 Dealing with Difficult Customers 2.7 Exceeding Customer Satisfaction 2.8 Winning Customer Loyalty 2.9 Case Studies and Exercises</p> <p>3. Customer Service Measurement</p> <p>3.1 Introduction 3.2 Customer Satisfaction Measurement 3.3 Complaint and Lost Customer Measurement 3.4 Loyalty Measurement</p> | <p>Day2 (10 Oct. 2006): 9.00am to 5.00pm</p> <p>3. Customer Service Measurement (Continue ..)</p> <p>3.5 SERQUAL - Service Quality Survey 3.6 Customer Satisfaction Value Chain (CSVCC®) 3.7 Case Studies and Exercises</p> <p>4. Improving Delivery of Service</p> <p>4.1 From Quality Control to Continuous Improvement 4.2 Traditional Quality Circles approach 4.3 Six Sigma strategic approach 4.4 Six Sigma DMAIC (Define-Measure-Analyse-Improve-Control) methodology 4.5 Six Sigma DMEDI (Define-Measure-Explore-Develop-Implement) methodology 4.6 Case Studies and Exercises</p> <p>5. Moving Towards Service Excellence</p> <p>5.1 Role of Leadership 5.2 Integrated and Holistic Approach 5.3 Customer Service Management Systems 5.4 Service Excellence Model 5.5 A Totally Integrated Management System (TIMS®) 5.6 Case Studies and Exercises</p> |
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Conference

DAY 3 (11 Oct. 2006)

- 8.00 am Registration
8.50 am Delegates and guests to be seated
9.00 am Welcoming Speech by the organiser
9.15 am Key Framework and Strategies to Move Organisation for Service Excellence
Mr. Na Boon Chong
Country Manager, Hewitt Singapore (Leading International HR Consultancy Firm)
- 10.45 am Morning Refreshment
11.15 am Business Process Reengineering for Service Quality
Mr. Goh Swee Seang
Deputy Director General, National Productivity Corporation (NPC), Malaysia (Host for Malaysia Centre for Service Excellence)
- 12.45 pm Questions & Answers
1.00 pm Lunch
2.05 pm Psychometric Approach of Mapping Human Capital in Achieving Service Excellence:
Swedish's Innovation
Dr. Gunilla Örwén
CEO, Vitalitet Human Management AB, Sweden (Leading Management Consultancy Firm from Stockholm, Sweden)
- 4.05 pm Questions & Answers
4.30 pm Afternoon Refreshment
5.00 pm End of Conference

REGISTRATION FORM/U/THAI/SG

Please type or write clearly (or attach your business card) and return this registration form to the following address
or fax to **+65-6838 1065**

Contact Person: Ms. Nicole Beh / Rosliah

Best Practices Search (S) Pte Ltd

9, Temasek Boulevard, #19-05 Suntec Tower 2, Singapore 038989

Tel: +65-6491 2887 Email: training@bestpractices-search.com Website: www.bestpractices-search.com

Workshop & Conference on Service Excellence (SE) 2006

"Framework, Best Practices and Innovation"

• 9 - 11 October 2006 • Suntec Singapore International Convention & Exhibition Centre

| FEES | 1-Day Conference | 2-Day Workshop | 3-Day Workshop & Conference |
|--------------------------------|----------------------------|------------------------------|--|
| Group of 3 Persons/ Early Bird | S \$ 756.00 per person [] | S \$ 1,155.00 per person [] | S \$ 1,600.00 per person [] |
| Normal | S \$ 903.00 per person [] | S \$ 1,256.00 per person [] | S \$ 1,705.00 per person [] |

Drive Performance Excellence through KPIs and Scorecards

- An Executive Workshop/Short Course

• 16th - 18th October 2006 • Meritus Mandarin Singapore Hotel

| FEES | 2-day Workshop | 3-day Workshop |
|--------------------------------|------------------------------|------------------------------|
| Group of 3 Persons/ Early Bird | S \$ 1,155.00 per person [] | S \$ 1,555.00 per person [] |
| Normal | S \$ 1,255.00 per person [] | S \$ 1,655.00 per person [] |

Please tick: Early Bird Registration: Full payment before 30 September 2006. *Rates are inclusive of 5% GST

Company Name: _____

Participant (1): _____ Designation: _____

Participant (2): _____ Designation: _____

Participant (3): _____ Designation: _____

Address : _____

_____ Postal Code: _____

Contact Person : _____ Designation: _____

Tel: _____ Fax: _____ Email: _____

Approving Person's Name/ Designation: _____

Tel : _____

Fax : _____

Official Company Stamp:

Fee includes refreshments, lunches, training materials and certificate of participation. Payment in full is required with registration. For company interested to showcase at the conference foyer, kindly contact the organiser. Upon submission of the registration form, it is deemed that the registration is accepted by the Organiser. Failure to attend the programme does not exempt any registrant from payment in full. Cancellations received in writing 5 days before the event will be refunded less S\$200 administration fee. Thereafter, cancellations are not refundable. Participants may be substituted at any time.

PAYMENT

Please choose mode of payment:

I enclose my cheque/ bank draft no _____ payable to **Best Practices Search (S) Pte Ltd**

I am paying by Telegraphic Transfer (copy attached)

Kindly remit the payment to the following bank:

Account No: 147 - 142038 - 001

Bank: The Hongkong and Shanghai Banking Corporation Limited

Important Notice: Please quote delegates name and company name on cheque /bank draft or TT remittance application form.

Bank charges are to be deducted from participating organisations own accounts