

November 9–10, 2011 • San Diego, CA

Palladium
2011
Americas
Summit

Strategy Execution is a Team Sport...



Dr. Robert S. Kaplan



Dr. David P. Norton

...and Winning Requires:

- Leadership & Change
- People & Alignment
- Agility & Speed

Palladium
Executing Strategy



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Strategy Execution is a Team Sport and a Team...

- ... needs clear direction and strong coaching to focus on its goal.
- ... must play their positions well, be aligned, and work as one to execute.
- ... has to be agile and quick to adapt and overcome obstacles to win.

Do you have the leadership, alignment, & agility needed to execute *your* strategy and win?

Just as teamwork is crucial in working towards a common vision, a structured approach to managing your business enables smarter thinking and better decision making to drive efficiencies and sustain improved performance across your organization. The Palladium Execution Premium Process™ (XPP), based on the Kaplan-Norton strategy execution approach, has been adopted by thousands of enterprises across the globe and is a proven framework that helps all functional areas of the organization to work together as a team and achieve extraordinary results. No matter what position you play, executive, finance, HR, operations, IT/IS, or OSM—executing strategy is a team sport!

Palladium Execution Premium Process (XPP) Based on the Kaplan-Norton Strategy Execution Approach



Join industry experts, business leaders, and strategy management practitioners from across the Americas as they convene in San Diego, November 9-10, 2011, to learn from best practice case studies, to be inspired by insightful thought leadership, and to take part in the exclusive Palladium Balanced Scorecard Hall of Fame for Executing Strategy® awards ceremony at the 14th annual Palladium 2011 Americas Summit.

Participate this year and you will:

- **Improve** your ability to execute strategy
- **Learn** how to apply the Kaplan-Norton strategy execution approach
- **Benefit** from best-practice case studies and avoid pitfalls in executing your strategy
- **Engage** with subject matter experts on every stage of the strategy management process
- **Apply** what you learn into actionable plans through hands-on skills building workshops

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Summit Agenda

Tuesday, November 8, 2011

8:00 - 9:00am	Registration & Continental Breakfast
9:00am - 12:30pm	Workshop A: "What Hit Me?" Avoiding Surprise through Scenario Planning , Michael Sandman, Fuld & Company
9:00am - 12:30pm	Workshop B: Strategy Execution Foundations: The Kaplan-Norton Approach to Executing Strategy 101 , Barnaby Donlon, Palladium Group, Inc.
12:30 - 1:30pm	Networking Luncheon
1:30 - 4:30pm	Workshop A (continued): "What Hit Me?" Avoiding Surprise through Scenario Planning , Michael Sandman
1:30 - 4:30pm	Workshop C: Managing Change and Engaging Leaders , Mark Hefner, Palladium Group, Inc.
4:30 - 6:30pm	Welcome Reception / Visit the Solutions Showcase

Wednesday, November 9, 2011

7:00 - 7:50am	Registration & Continental Breakfast
8:00 - 8:20am	Summit Welcome Address , Robert L. Howie, Jr., Palladium Group, Inc.
Leadership & Change: Foundations for Success	
8:20 - 9:30am	Keynote Address: The Palladium Execution Premium Process (XPP): Foundations for Success and Emerging Trends: What Leaders Need to Know , Dr. Robert S. Kaplan, Harvard Business School
9:30 - 10:00am	Networking Break / Visit the Solutions Showcase / 1:1 Advisory Sessions
10:00 - 10:45am	Case Study: Pemex Exploration and Production: Aligning the Organization and Linking Strategy to Operations , Gustavo Hernandez-Garcia, Pemex E & P
10:45 - 11:30am	Case Study: Identifying the Right Measures, Mapping the Strategy
11:30am - 12:15pm	Case Study: Shifting a Culture to Drive Performance and Execute Strategy
12:15 - 1:30pm	Networking Luncheon / Visit the Solutions Showcase / 1:1 Consultations

People & Alignment: Executing as a Team

1:30 - 2:30pm	Keynote Address: Managing the Benefits: How to Anticipate and Manage the "Execution Premium" Generated by the Strategy , Dr. David Norton, Palladium Group, Inc.
2:30 - 3:15pm	Case Study: Strategic Capabilities: Aligning the Workforce to Execute Business Strategy at GlaxoSmithKline , Alexandra Woolley, GlaxoSmithKline
3:15 - 3:45pm	Networking Break / Visit the Solutions Showcase / 1:1 Advisory Sessions
3:45 - 4:30pm	Case Study: Transforming the Enterprise: Strategy is a Team Sport at Comisión Nacional Bancaria y de Valores (CNBV) , Víctor Galván & Betania Santos, CNBV
4:30 - 5:15pm	Case Study: Linking Enterprise Strategy to Operations at MetLife , Ashish Gupta, MetLife
5:15 - 5:45pm	Palladium BSC Hall of Fame for Executing Strategy 2011 Awards Ceremony
5:45 - 7:30pm	Hall of Fame Networking Reception / Visit the Solutions Showcase / 1:1 Consultations

Thursday, November 10, 2011

7:00 - 7:50am	Continental Breakfast
8:00 - 8:15am	Summit Day 2 Welcome Address , Robert L. Howie, Jr.
Agility & Speed: Making Faster, Better Decisions	
8:15 - 9:15am	Agility and Speed: Decision-Making and Adapting During Volatile Times , Dr. Robert S. Kaplan
9:15 - 10:00am	Case Study: Applying Agile Methods to Strategy Execution at InterGen , Michael Murray & Kim Walker, InterGen
10:00 - 10:15am	Networking Break / Visit the Solutions Showcase / 1:1 Advisory Sessions
10:15 - 11:00am	Case Study: Driving the Customer Value Chain through Performance Management at Cisco , Anne G. Robinson, PhD., Cisco Systems, Inc.
11:00am - 12:00pm	Aligning Risk Management to Strategy Execution , Dr. Robert S. Kaplan
12:00 - 12:30pm	Sponsored Briefing Sessions
12:30 - 1:30pm	Networking Luncheon / Visit the Solutions Showcase / 1:1 Advisory Sessions
1:30 - 2:30pm	How to Build Organizations, People, and Processes that will Make "Strategy Execution" an Enduring Core Competence , Dr. David P. Norton
2:30 - 3:15pm	Case Study: Sustaining the Strategy Management Process
3:15 - 4:00pm	Best Practices of the 2011 Hall of Fame Award Winners: Interactive Roundtable Discussion

Friday, November 11, 2011

9:00am - 12:30pm	Workshop D: Applying Agile Methods to Strategy Execution: Accelerating Time to Results , Matt Gelbwaks & Nord Samuelson, Palladium Group, Inc.
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Program subject to change. Visit summit2011.thepalladiumgroup.com for updates.

Leadership & Change: Foundations for Success



Wednesday, November 9, 2011 • 8:20-9:30am

Keynote Address: The Palladium Execution Premium Process (XPP): Foundations for Success and Emerging Trends: What Leaders Need to Know

Dr. Robert S. Kaplan, Baker Foundation Professor, Harvard Business School

Drs. Robert S. Kaplan and David P. Norton have worked with literally hundreds of organizations around the globe in the continued development of XPP, the six-stage strategy execution framework, which is both a system and a feedback mechanism to enable executive teams to navigate strategically through the business environment; managing through lean, recessionary times while preserving strategic initiatives that secure the organization's future. In this opening session, Dr. Kaplan will provide a foundational overview of the XPP and present his latest thinking on the development of this framework. Using recent case studies from VW do Brasil and the FBI, Dr. Kaplan will illustrate best practices in executing strategy with Strategy Maps™ and Scorecards, and describe leadership's role in creating conditions by which organizations and the people within them will change and perform according to new imperatives.

Wednesday, November 9, 2011 • 10:00-10:45am



Case Study: Pemex Exploration and Production: Aligning the Organization and Linking Strategy to Operations

Gustavo Hernandez-Garcia, Executive Planning Vice President, Pemex E & P

PEMEX, a Mexican state-owned petroleum company, is Latin America's second largest enterprise based on annual revenue. PEP is the world's third largest crude oil producer, number one in offshore hydrocarbons production, ninth in crude reserves, and twelfth in revenue. Pemex Exploration & Production Division's (PEP) core business includes oil and natural gas exploration and exploitation; conveyance, storage in terminals; and first hand commercialization. These are carried out daily in four geographic regions across Mexico: North, South, Northeast Offshore, and Southeast Offshore. The key challenge that PEP faced was how to effectively communicate the strategic priorities to the operational regions and achieve organizational alignment. The implementation of the Execution Premium Process (XPP) resulted in a common understanding of the organization's strategic plan and the contribution of each operational region through objectives, measures and initiatives. Through Strategy Review Meetings, PEP has developed a new way of management thinking and decision making among managers, reinforcing its mission, vision and goals.

Wednesday, November 9, 2011 • 10:45-11:30am

Case Study: Identifying the Right Measures, Mapping the Strategy

This case will demonstrate how organizations choose the right strategic objectives directly from the strategy and construct a Strategy Map around six themes that link human capital and process objectives to customer and shareholder objectives. Delegates will also learn about the financial and non-financial measures that provide the critical feedback loop and dashboard used to test and adjust the strategic plan to changing market conditions.



For More Information

Scan this QR code with your smartphone to learn more about the Summit.

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Wednesday, November 9, 2011 • 11:30am-12:15pm

Case Study: Shifting a Culture to Drive Performance and Execute Strategy

Successful Strategy Execution requires business leaders to embrace a common approach to strategy management and to communicate their principles as a permanent transformation throughout the organization. It requires their visible and ongoing involvement and the competencies needed to effectively manage the operational side and the people side of change. Without first achieving leadership buy-in and horizontal alignment at the top, implementing a sustainable strategy management approach throughout the organization will not be successful. This case study will provide insight into how business leaders act as change agents in their organizations to build cultures open to change and gain the executive sponsorship needed as a foundation to implement a strategy management process.

People & Alignment: Executing as a Team



Wednesday, November 9, 2011 • 1:30-2:30pm

Keynote Address: Managing the Benefits: How to Anticipate and Manage the “Execution Premium” Generated by the Strategy

Dr. David P. Norton, Founder and Director, Palladium Group, Inc.

It has been proven time and again that organizations that have adopted the Balanced Scorecard to execute their strategy outperform those that do not. It is not uncommon for Hall of Fame companies to achieve exponential revenue growth, improved profitability, or increases in shareholder value by “doing many of the right things right.” However, these performance results take place along a continuum—and not just at the end of three or five years. For example, organizational alignment and eliminating or reducing spending on non-strategic initiatives often takes place in the earliest stages of strategy transformation producing benefits such as enhanced teamwork, sharper focus, and significant cost reductions in a matter of weeks or months rather than years. In this session, Dr. Norton will present how to align the organization, zero in on the critical few objectives, and effectively manage the anticipated early benefits generated by the Kaplan-Norton strategy execution approach.

Wednesday, November 9, 2011 • 2:30-3:15pm



Case Study: Strategic Capabilities: Aligning the Workforce to Execute Business Strategy at GlaxoSmithKline

Alexandra Woolley, Head Strategic Capabilities, GlaxoSmithKline

GlaxoSmithKline (GSK) is one of the world's leading research-based pharmaceutical and healthcare companies. Headquartered in the UK, GSK is a global organization with offices in over 100 countries and major research centers in the UK, USA, Belgium, and China. The company has a challenging and inspiring mission: to improve the quality of human life by enabling people to do more, feel better, and live longer. This mission creates pressure to deliver more, differentiated medicines to meet patients needs around the world while increasing productivity and building trust both inside and outside of the company. This can only be accomplished by developing a workforce with the right capabilities, values, and mindset. This case study will demonstrate how organizations can gain cross-functional alignment at the leadership level; develop, align, and execute workforce strategies that deliver the business objectives; and ensure workforce investments have a measurable impact on strategy execution.

Wednesday, November 9, 2011 • 3:45-4:30pm



Case Study: Transforming the Enterprise: Strategy is a Team Sport at Comisión Nacional Bancaria y de Valores (CNBV)

Victor Galván, Vice President, Administration and Strategic Planning, CNBV
Betania Santos, General Manager, Strategic Planning, CNBV

CNBV is the authority responsible for supervising and regulating the Mexican Financial System. CNBV supervises roughly 3,000 financial entities and has over 1,300 employees. The Execution Premium Process was implemented at CNBV as a multi-step approach to reaching maximum cultural alignment and successfully executing the organization's strategy. CNBV's Balanced Scorecard was developed in 2008 followed by a project management initiative leading to performance evaluations that aligned with the organization's strategy. This case study will showcase how CNBV fostered the participation of all functional areas of the organization to work together as a team in order to achieve the alignment and focus needed to execute the strategy.

Wednesday, November 9, 2011 • 4:30-5:15pm

MetLife®

Case Study: Linking Enterprise Strategy to Operations at MetLife

Ashish Gupta, MetLife

The mission of the MetLife Technology & Operations organization focuses on optimizing delivery and fueling revenue and earnings growth. Until 2009, the organization did not have metrics to measure whether the strategy was being executed. This deficiency led to the inability to monitor progress, communicate specifically where to improve, motivate desired behaviors, and evaluate performance. They addressed the challenge by developing and implementing their first Balanced Scorecard. In our Scorecard design phase we selected the critical metrics that directly linked our strategy to operations, reviewed how management would leverage to drive decision making, and defined the ingredients for operational reviews. In addition, having gold source data centralized enabled the use of a business intelligence to provide both analytic and client dashboard self-serving capabilities.

Wednesday, November 9, 2011 • 5:15-5:45pm

Palladium BSC Hall of Fame for Executing Strategy 2011 Awards Ceremony



Hosted by Robert L. Howie, Jr. with awards presented by Drs. Kaplan and Norton

This year's award recipients will be announced during the Summit and celebrated at the Hall of Fame reception immediately following the awards ceremony. All Summit delegates are welcome to join us at the reception to meet with Drs. Kaplan and Norton, Hall of Fame winners, fellow strategy practitioners, and the Summit sponsors.

Agility & Speed: Making Faster, Better Decisions

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Thursday, November 10, 2011 • 8:15-9:15am

Agility and Speed: Decision-Making and Adapting During Volatile Times

Dr. Robert S. Kaplan

The more transparent an organization's strategy, the easier it is for people at all levels of an organization to make better and faster decisions. In today's volatile marketplace, this ability can be an organization's competitive edge and mean the difference between extinction or survival. In this session, Dr. Kaplan will discuss how a strategy-focused workforce creates an organization that is a decision-making engine—one that is more agile and able to adapt to a fast-paced, changing environment without losing site of its overarching, long-term goals.

Thursday, November 10, 2011 • 9:15-10:00am



INTERGEN

Case Study: Applying Agile Methods to Strategy Execution at InterGen

Michael Murray, Project Value Office Director, InterGen
Kim Walker, One IT Leader, InterGen

InterGen is a global power generation company operating 12 power plants across 4 continents. InterGen's IT business unit provides considerable value by providing real-time data that helps the organization react to ever-changing market conditions and replicate enterprise-wide best practices. Under pressure to streamline operations and reduce costs, InterGen's IT business unit identified the critical few objectives that aligned with the company's strategy and applied the agile discipline to create incremental, iterative work cadences for implementing projects in shorter, leaner cycles. In doing so, IT quickly aligned with the organization's overall strategic objectives and transformed itself from a supportive cost-center into a strategic partner of the organization. InterGen is now adopting agile methods across the organization and applying this discipline to executing its strategy and accelerating time to results.

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Thursday, November 10, 2011 • 10:15-11:00am



Case Study: Driving the Customer Value Chain through Performance Management at Cisco



Anne G. Robinson, PhD., Director, Information & Data Strategy, Customer Value Chain Management, Cisco Systems, Inc.

“What gets measured gets done” often is true when it comes to tactical execution. When applied to large-scale strategy, however, the implications of this adage are even more significant. By integrating a customer focus with traditional supply chain functions, Cisco fundamentally changed its thinking and created Customer Value Chain Management, a new and fully customer-focused organization. Hear how a sharp focus on performance management, metrics, and data helped drive Cisco into a new era of quality, customer service, and supply chain execution.

Thursday, November 10, 2011 • 11:00am-12:00pm

Aligning Risk Management to Strategy Execution

Dr. Robert S. Kaplan

Dr. Kaplan will present best practice examples of project and enterprise risk management and will examine the role of the “risk management officer,” focusing on how to balance compliance and business enabling roles. Linking risk management to a company’s Strategy Map and strategic objectives will be explained as will the development of a Key Risk Indicator (KRI) scorecard. Dr. Kaplan will describe how to develop initiatives to mitigate and manage risk and will explain the role for scenario planning, war gaming, and stress testing to anticipate and avoid the adverse consequences from external risk events. Finally, Dr. Kaplan will discuss the positioning of the organizational risk management office within the enterprise.

Thursday, November 10, 2011 • 1:30-2:30pm

How to Build Organizations, People, and Processes that will Make “Strategy Execution” an Enduring Core Competence

Dr. David P. Norton

To execute strategy is to execute change at all levels of the organization. Mobilizing change through communication—cascading strategy both vertically and horizontally across the organization—can be seen as the single most critical success factor in executing strategy. Following an initial success, making execution a core competence requires more than rewarding performance by aligning personal scorecards with strategic initiatives; it requires constant reinforcement and commitment in terms of leadership, embedding the strategy in the organizational culture and in the values of the organization. Hear Dr. Norton present the most effective tools and techniques he has encountered in terms of making strategy everyone’s job.

Thursday, November 10, 2011 • 2:30-3:15pm

Case Study: Sustaining the Strategy Management Process

Breakthrough performance and the extraordinary results achieved by Hall of Fame organizations take place along a continuum and not just at the end of a two or three year strategy implementation period. The most basic benefits, such as alignment, are organizational followed by operational benefits. Finally, organizations achieve strategic benefits – the breakthrough, across-the-board results that are the culmination of the aggregate performance improvements and results. During financially challenging times, organizations often focus only on the “here and now” and allow operational initiatives to obscure strategic objectives. This session will discuss how top-performing organizations manage to sustain their strategy management process despite difficult times while harvesting measurable benefits early in their efforts.

Thursday, November 10, 2011 • 3:15-4:00pm

Best Practices of the 2011 Hall of Fame Award Winners: Interactive Roundtable Discussion

Moderated by Summit Chair, Robert L. Howie, Jr. with open Q&A

What made the winning organizations of the 2011 Hall of Fame for Executing Strategy Awards stand out from the crowd? Hear executives from each of the winning organizations identify the key success factors that they believe enabled their application of the XPP framework to achieve their Execution Premium™.



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Tuesday, November 8, 2011 • 9:00am-4:30pm (full-day)

Workshop A: “What Hit Me?” Avoiding Surprise through Scenario Planning

Michael Sandman, Senior Vice President, Fuld & Company

In today’s rapidly changing and competitive landscape, organizations must be agile enough to adapt their strategies and be prepared for possible alternative outcomes. Scenario analysis highlights the strategic issues a firm will face in the future, no matter which way the industry evolves. It provides a clear set of external signals to monitor and allows for improved decision-making. A logical next step is to run a war game in which teams representing both the firm and key competitors develop strategies for each of the scenarios. The combined output enables executives to put manageable boundaries around what they need to do to defend against significant risks to the strategy that are external to the firm.

This full-day simulated scenario planning workshop will help you:

- Learn scenario analysis techniques through a facilitated, interactive group exercise
- Understand the use and structure of war games to play out potential risk scenarios and outcomes
- Apply key learnings within your own organization

Tuesday, November 8, 2011 • 9:00am-12:30pm (half-day)

Workshop B: Strategy Execution Foundations: The Kaplan-Norton Approach to Executing Strategy 101

Barnaby Donlon, Sr. Consultant, North American Strategy Execution Consulting, Palladium Group, Inc.

Just getting started on your strategy execution journey or do you need a refresher? This workshop will provide you with a solid introduction to the Palladium Execution Premium Process (XPP), based on the Kaplan-Norton strategy execution approach to translating strategy into operational terms.

This workshop will show you how to:

- Create a Strategy Map™ that translates strategy into a linked set of objectives by theme
- Use the Balanced Scorecard to measure progress
- Manage a portfolio of initiatives to make strategy happen

Tuesday, November 8, 2011 • 1:30-4:30pm (half day)

Workshop C: Managing Change and Engaging Leaders

Mark Hefner, Managing Director, North American Strategy Execution Consulting, Palladium Group, Inc.

Successfully executing strategy is not a “metrics” project, it is a change program. Senior executives must ensure that both the technical and human objectives of strategy execution are met in order to succeed. Failure to achieve the human objectives associated with executing strategy results in superficial and non-sustainable outcomes. Change will not take place, strategy will not be implemented, and the opportunity for breakthrough performance will be missed.

This workshop will help strategy practitioners:

- Learn the key roles in the change process
- Understand the human objectives that need to be achieved in each step of the strategy execution process
- Become familiar with the work and deliverables associated with achieving those objectives

XPC

Your enrollment includes a FREE membership in the Palladium Execution Premium Community™ (XPC), the official Kaplan & Norton online site where you can keep your learning current, gain access to strategy management best practices, and network with peers.

Friday November 11, 2011 • 9:30am-12:30pm (half-day)

Workshop D: Applying Agile Methods to Strategy Execution: Accelerating Time to Results

Matt Gelbwaks, Managing Director, IT Services & Agile Methods, Palladium Group, Inc.
Nord Samuelson, Managing Director, Enterprise Performance Management, Palladium Group, Inc.

The most effective way to implement strategy—just like the most effective way to implement software—is through an iterative process. Agile methodology refers to the ability for teams to rapidly respond and adapt to the unpredictability of implementing a project or building software through incremental, iterative work cadences. Organizations are discovering that by applying agile methods to strategy, the strategy management cycle is completed more rapidly, allowing them to be more responsive to their markets while avoiding strategic missteps. Strategic choices can be assessed more rapidly—providing the ability to realize value more quickly and completely.

This workshop will help strategy practitioners apply agile methods by:

- Aligning around the critical few things that matter
- Identifying cause-and-effect relationships that result in desired outcomes
- Selecting measures and targets to drive behaviors
- Choosing initiatives that close performance gaps

Summit Highlights



Palladium Advisory Center & 1:1 Consultations

Palladium experts are available to answer your questions and provide professional advice on how to accelerate your time to results. The Palladium Advisory Center offers online assessment and diagnostic tools, Balanced Scorecards and Strategy Maps, educational material, and extensive performance management resources. *Stop by to schedule 30 minutes with a strategy analyst during the Summit.*

2011 Palladium Balanced Scorecard Hall of Fame for Executing Strategy Awards Ceremony

Palladium’s Balanced Scorecard Hall of Fame for Executing Strategy pays tribute to organizations that exemplify best-practice Balanced Scorecard implementations and have achieved breakthrough results. Join us in celebrating the 2011 inductees, selected by Drs. Kaplan & Norton, as they are presented with the stunning Steuben crystal—aptly named “Rising Star” with five glittering points representing the five principles of the Strategy-Focused Organization.



Earn 18 CPE Credits when you attend this event!

Delegates are entitled to 18 credits upon completion of the conference. No prior course or advanced preparation is required. Palladium Group is registered with the National Association of State Board of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417 (www.nasba.com).



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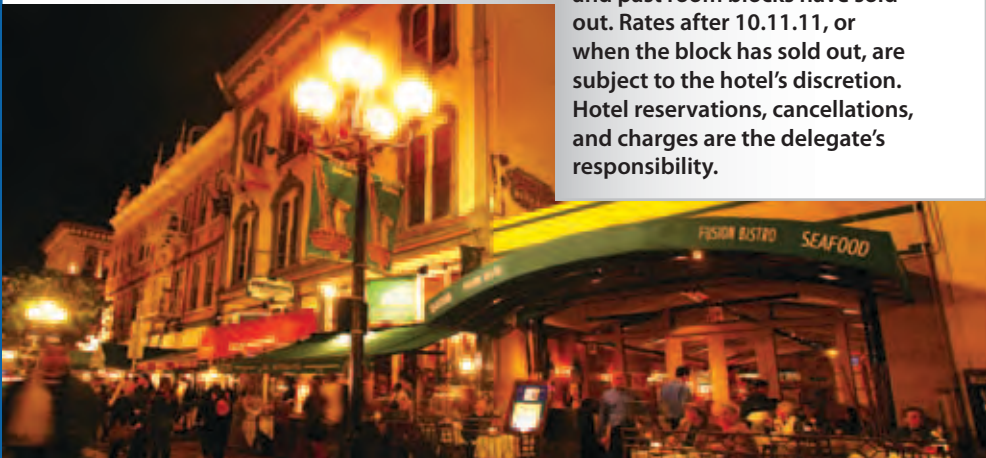
Discounted Hotel Rates Available

Discounted hotel rates have been negotiated for delegates at The Westin Gaslamp Quarter. To take advantage of the discounted rate of \$229 (plus applicable taxes), register by 10.11.11 by calling hotel reservations and mentioning Palladium. Discounted rooms are based on availability.



Reserve your stay early!

Available rooms fill up quickly, and past room blocks have sold out. Rates after 10.11.11, or when the block has sold out, are subject to the hotel's discretion. Hotel reservations, cancellations, and charges are the delegate's responsibility.



About Palladium Group

Palladium

Executing Strategy

Palladium Group is the global leader in helping organizations solve their most pressing strategy execution challenges. We provide our clients with an integrated set of services—strategy and technology consulting, education, training, and certification—that deliver tangible results and enduring internal capabilities. The benefits of our approach are demonstrated through the members of the Palladium Balanced Scorecard Hall of Fame for Executing Strategy® which recognizes organizations that have achieved premium returns through outstanding execution. The Palladium Execution Premium Process™—based on the seminal work of Drs. Robert S. Kaplan and David P. Norton—is a proven framework used by hundreds of organizations worldwide to link strategy and operations to achieve performance results. For more information visit www.thepalladiumgroup.com.

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Summit Only Package (11.9.11 – 11.10.11)	\$2,495	\$2,895

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Cancellation Policy

Cancellations must be received in writing by 10.26.11, and are subject to a 10% service fee. After this date, all registrations, including "no shows", are subject to the full Conference fee. You may make substitutions at any time; please notify us in writing as soon as possible by emailing ConferencesNA@thepalladiumgroup.com or calling 800.554.2111.

* Early bird savings cannot be combined with any other discounts. Valid on new registrations only.



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