

Managing Reputational Risk Master Class

Simplifying the business process: the starting point, parameters, methodology and parties involved

Le Meridien Dubai, UAE

6th & 7th April 2008

"A reputation once broken may possibly be repaired, but the world will always keep their eyes on the spot where the crack was"

Joseph Hall

A business is built on its reputation. Without a strong reputation, there is no trust. Without no trust there is no business



Expertly led by the best selling author on Reputational Risk:

Arif Zaman Director and Consultant
Reputational Risk Strategy Consulting

Author

Reputational Risk: How to Manage for Value Creation
Financial Times Pearson Education, 2004

Co-author

Reputational Risk in the Risk Management Universe
British Standard Institution, 2006
Asian Productivity Organisation Top Management Forum report on Corporate Social Responsibility, 2006
Strategic Thinking in Tactical Times
Palgrave Macmillan, 2004
Corporate Responsibility and Corporate Governance in Japan
Clatham House Report, 2003

Testimonials

"Arif Zaman was erudite and clear."

"Arif Zaman is a very natural trainer."

Globe Telecom

"Broad and intelligent. Teaching was very refreshing"

East West Seed International Ltd

"Excellent trainer, session well worth it."

Philippine Savings Bank

"Brilliant presenter, masters his craft."

Trust International Paper Corporation (TIPCO)

"Explains well."

Mirant Philippines

"Excellent communicator. This event is worth recommending to others."

Malay Resources Inc, CHEMREZ

"Arif's wide corporate experience in Reputational Risk Management gives him the credibility to masterfully share his knowledge with the participants. Great training course!"

Bristol Myers Squibb/Mead Johnson

"The topics are truly relevant to many business sectors."

Unilever

Featuring an exclusive guest trainer

Seamus Gillen Chief Operating Officer
Reputational Risk Strategy Consulting
Expert, Reputational Risk Methodology

Gain value from this unequalled interactive event by securing expert advice on these vital issues:

- **Formulating** a measuring tool to calculate the impact of risks on the organisation's reputation
- **Gaining** knowledge on how to approach, manage and implement Reputational Risk management in the organisation
- **Learning** effective methods to align reputational goals, strategic plans and priorities of the organisation
- **Identifying** possible key indicators that threaten to tarnish the organisation's reputation
- **Determining** how to mitigate reputational risk within the organisation
- **Realising** the various types of risks affecting different industries
- **Understanding** the relationship between reputational risk and the consistency in approaching discipline
- **Exploring** the effects of fostering good relationship to ensure long term success with key stakeholders

marcus evans training courses are thoroughly researched and structured to provide intense and intimate practical training applicable to your organisation. Benefits include:

- Strictly limited seats
- Pre-course questionnaires
- An in-depth tailored programme to address market concerns
- Diverse real life case examples
- Comprehensive course documentation

Pre-course questionnaire

To ensure that you gain maximum benefit from this training, a detailed questionnaire will be sent to you to establish exactly where your training needs lie. The completed forms will be analysed by the course trainers. As a result, we ensure the course is delivered at an appropriate level and that relevant issues will be addressed. The comprehensive course material will enable you to digest the subject matter in your own time.

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Reputation is the character of an enterprise - it is part of the feeling people have when they think of a company or organisation. Smart organisations understand that a reputation, however intangible, is a valuable asset in the marketplace. In today's competitive global business environment, a good reputation can no longer be assumed and taken for granted. It is something that is highly sought after and has to be earned and invested in continuously. Progressive organisations increasingly appreciate that investment in managing corporate reputation is no longer a luxury; it is a necessity. Moreover, managing reputational risk is now being seen as a driver for value creation.

Session One

Profiling reputation as the symbol of success in the 21st century

In this fast paced world, businesses are ever seeking new ways to gain the competitive edge they need, and the best advantage is through a good reputation. There are risks and opportunities associated, and the key is to have a comprehensive system-wide approach right at the very beginning.

- Reputation Management or Reputational Risk
- Understanding reputational risk and the advantages of a strong reputation
- Different types of risks affecting respective industries
- The top ten risk concerns
- Assessing reputational risks through the use of a Reputational Risk framework
- Weighing the need for a holistic and proactive approach in developing Reputational Risk plans
- The role of the corporation leaders

Session Two

Aligning reputation and risk management to the organisation's plans

The reputation of the organisation can easily be threatened by the underlying risks in the other organisational activities. The root solution is to firmly secure a platform on which the strategic plans and objective goals of the organisation are made clear. The combination and integration of all organisational priorities must be done seamlessly to ensure successful Reputational Risk Planning.

- Managing and implementing Reputational Risk
- The importance of aligning Reputational Risks to the organisations strategic plans
- Aligning Reputational Risks to the organisation's strategic priorities and plans
- Investigating the relationship between Reputational Risk and other risk groups in the organisation
- Examining how Reputational Risk Management affects business continuity planning and disaster recovery processes
- Appraising the integration of reputation, trust and business relationships as a platform for long term business success

Session Three

Gaining insight into the link between customers and Reputational Risk

Organisations should understand that customer satisfaction does not safeguard reputation. If companies were to focus excessively on satisfying their customers, they run the risk of not understanding why customers feel drawn to return or the emotional meaning of the service experience to them. Also, understanding employee expectations as to what drives them, how they are changing and how to manage them effectively while maintaining morale in a challenging business climate is a top management priority. Shareholders value the honesty and transparency to see the corporation from the outside, which is provided by good corporate governance. Matters can be made worse where there is the slightest doubt about a company's credibility, sincerity and the opacity of its financial accounts.

- Analysing customer satisfaction and its influence on reputation
- Managing sales and communications channel to prevent conflicts
- Exploring Customer Relationship Management and how it affects the corporate identity
- The critical drivers of customer expectations and brand equity
- Building customer loyalty through effective reputation risk management

Session Four

Harmonising employee needs with corporate identity

- Understanding how employee expectations and commitments are changing and what can be done to respond to that change
- Looking at employee and employer branding and how can it be integrated with Reputation Planning
- Emphasising the need to work on external and internal reputation
- Reputation Risk Management as the key to become the "Employer of Choice"

Session Five

Protecting corporate reputation within a legal framework by coming to terms with the synergy between Reputational Risk and the shareholders

- Managing investor relationships & market sentiment and expectations
- Shareholders and Corporate Governance & the importance and increasing role of the non-executive director
- Corporate governance and Reputational Risk
- FAT principles - fairness, accountability and transparency

Session Six

Globalisation, international relationships and responsibilities

Reputational Risk is not something to be approached in a vacuum. It must be placed in the context of the pace of globalisation and changing international relationships and responsibilities. This has been given sharp focus by 21st Century events such as 9/11. Foreign direct investment, strategic alliances and joint ventures all contribute to the Reputational Risks managed by the organisation. Risk and sustainable development are becoming reputational issues as the impact on national and organisation development becomes clearer, especially in developing markets in Asia and as public partnerships grow.

- Globalisation and political risk – state of affairs
- Forming alliances, joint ventures and strategic relationships in the face of globalisation
- Risk and sustainable development in Asia

Why you cannot miss this event

The importance of reputation to economics and business in Asia and impact on the bottom line is growing at a very fast pace. It is therefore essential to underline its importance in developing strategies at an early stage. Building and maintaining reputation is not a zero sum game. The subject has to be approached from evidence and research rather than polemic and rhetoric, building on and learning from experience to date and linking it to the organisation's strategic plans and priorities.

The art of protecting reputation is poorly developed and understood. A recent survey stated that most respondents agree that reputation is a primary asset of their organisation, and that the risks facing reputation have grown in recent years. However, they also acknowledge that reputational risk is harder to manage than other sorts of risk, largely because of a lack of established tools and techniques and confusion about who's responsible.

Reputation is an increasingly critical asset, but protecting it is one of the toughest jobs. A strong reputation can increase value for shareholders, win the loyalty of customers, maximise the return of investments into communications, stimulate employee motivation, provide protection in times of crisis and support relations with the state administration, both nationally and locally.

All organisations will face crisis at some point, and reputational risks can come from any source - the key is in how they respond. Organisations should be strongly equipped with strategies to reduce threats to their reputation in times of crisis through effective Strategic Reputational Crisis Planning. They should not only deal with the immediate challenge but also tackle it as a way to build reputation and improve performance and capability in the long run.

This training course will specifically address key issues to help strategically manage the vital areas of Reputational Risks to ensure the organisation's reputation is well-protected and successfully aligned with the organisation's goals and priorities, demonstrating how investing in managing reputation as a critical corporate asset can both build corporate brand equity and deliver stakeholder value. Participants will walk away with comprehensive knowledge, tools and methods to help develop a more holistic reputational risk protection strategy tailored for the organisation.

Who should attend

GMs, Directors, Senior Managers, Managers, Heads, Section Leaders, Team Leaders

- Risk Management
- Corporate, Group & International Communications
- Corporate, External, Regulatory, Customer Relations & Public Affairs
- Corporate, Operational & Retail Risk
- Advertising & Special Events
- Risk & Policy
- Marketing & Branding
- Corporate Governance & Compliance

From these sectors

- Banking and finance
- Telecommunications and IT
- Property and development
- Manufacturing
- Oil & Gas
- Power and Utilities
- Logistics
- Service Delivery

About the Endorser

The ICA is a professional organisation dedicated to the pursuit of excellence in compliance, anti-money laundering and financial crime prevention. Operating in the financial services sector, the ICA delivers accredited learning, developing and supporting professionals globally. For novice and experienced practitioners, the ICA certificate and diploma programmes are a recognised mark of achievement. Through dialogue, information exchange and comprehensive resource material, the Association helps individuals to improve business practice and minimise risk.

Reputation Institute (RI) is a private advisory and research firm with representation in more than 20 countries around the world. Founded in 1997, RI is a pioneer and global leader in the field of corporate reputation management, with a mission to help companies create value from reputation. RI connects a global network of practitioners and academics working towards this common mission through research, analysis, and consulting.

Workshop Schedule

Day One & Day Two

0800	Registration & Coffee
0830	Training commences
1000 - 1030	Morning Refreshments and networking break
1200 - 1315	Luncheon
1500 - 1530	Afternoon refreshments and networking break
1700	Close of Day

In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Sarah Faradilla** on +603 2723 6600 or email sarahf@marcusevanski.com to discuss further possibilities.

Session One - Led by guest trainer Seamus Gillen**Reputation Tracking Tools: Measuring the health of the reputation over time**

Through market research, being able to measure the impact of Reputational Risk is the major concern.

- The Reputational Risk Strategy approach
- The building blocks of reputational equity
- Stage I - Reputational profile and quantification
- Stage II - Qualitative analysis
- Stage III - Stakeholder validation
- Stage IV - Periodic review

Session Two**Comprehending the methodology involved with effective Reputational Risk management**

- Approaching, managing and implementing Reputational Risk
- Tools and reporting methods
- Identifying and assessing various key risk indicators (KRI)

Session Three**Looking at the structure, frameworks and mechanisms of Reputational Risk**

- Measuring impacts of risks on organisations' reputation in a quantum sense
- Providing a platform which relates operational risk with Reputational Risk
- Risk-profiling exercises
- Relationship between Reputational Risk and the consistency in approaching it
- Treatment Plan for reputation recovery

Session Four**Analysing the issues and processes behind Reputational Risk**

- Identifying and dealing with corporate governance, corruption, transparency of an organisation, reputation of associate organisations
- Combining Reputational Risk with regulatory risks and its ramifications
- Quantifying Reputational Risks which occurs from emotions, perceptions and social issues
- Tackling an existing negative perception and building a positive one

Session Five**Reputational Risk Strategy**

- Changing the current perception on Reputational Risk to ensure future plans will place more emphasis on managing the corporate name

About the Official Strategic Information Partner

Business Intelligence Middle East (www.bi-me.com) is a new and fast growing business portal providing quality news, analysis and reports from the Middle East region. The site covers 11 different business sectors across 16 regional countries in a fast and factual style with clean and easy to navigate pages. BI-ME is primarily free with subscription areas for deeper level of reports. Registration is fast and free and ensures direct delivery to your inbox of our four times a week eNewsletter, the easiest way of keeping updated on developments in the Middle East. To sample the site please go to www.bi-me.com <<http://www.bi-me.com/>>

About the Media Partners

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Eurekahedge is a research and publication house focusing on alternative investments. Founded in 2001 Eurekahedge has grown rapidly to become one of the most widely used and quoted alternative research houses worldwide. Eurekahedge has produced a suite of hedge fund indices, an Asian hedge fund directory, a global fund of funds directory, a European hedge fund directory, a North American hedge fund directory and the world's first Latin American hedge fund directory, covering over 5300 funds as well as a collection of educational guides for both hedge funds and investors. Eurekahedge has offices in Singapore, Hong Kong, London, Tokyo and New York. Eurekahedge also provides consultancy and advisory services, hedge fund start-up services and capital introduction.

marcus evans would like to thank everyone who has helped with the research and organisation of this event, particularly the trainer, who has kindly committed and supported the event.

About your course trainer

Arif Zaman is Director of Reputational Risk Strategy, a consultancy firm that has been involved in leading work with key professional bodies such as the Association of Chartered Certified Accountants, Institute of Directors and the Charity Commission in raising awareness and building capacity in managing intangible assets in the context of changing stakeholder expectations and new reporting requirements. Reputational Risk Strategy provides reputational risk quantitative and qualitative advice and assessments both directly to companies and through key intermediary partners and is the consulting partner of Henley Management College's School of Reputation and Relationships, which represents the Reputation Institute, the world's leading best practice network on corporate reputation, in the UK. Henley Management College set up the first business schools in India and Pakistan.

Arif is an expert consultant, a popular international speaker and visiting tutor in the School of Reputation and Relationships and Centre for Board Effectiveness at Henley Management College. He is also an Adviser to the Commonwealth Business Council (CBC), a not for profit organisation established by 53 Heads of Government in 1997. He is leading work on behalf of CBC in two areas - Corporate Governance and Trade and Investment in Asia. He has managed a major programme which delivered the main private sector recommendations for the "Asia 2015: Promoting Growth, Ending Poverty" conference involving global policy-makers, including PM Tony Blair and PM Shaukat Aziz of Pakistan, held with the World Bank and Asian Development Bank in London in March 2006. Prior to consulting, Arif was Global Market and Industry Analyst at British Airways between 1996 and 2005 and received several company and industry awards for his research and contribution to policy development.

Arif chaired and contributed funds for a major international roundtable on 'Corporate Brand Risk and Good Governance in Asia', 2003 in Tokyo at the UN University, which was developed together with the British Embassy, the UN Industrial Development Organisation (UNIDO) and the Japan Business Council in Europe. Since 2004, he has led several programmes in Japan and the UK on corporate social responsibility and corporate governance for the Asian Productivity Organisation (APO), which represents 20 Asian governments and is headquartered in Tokyo. He managed a study mission to the UK from the APO on Risk Management and Corporate Governance in 2006.

Arif is the author of the best selling book on Reputational Risk, titled "Reputational Risk: How to Manage for Value Creation" (Financial Times Pearson Education, 2004), being translated into Russian and being adapted for South Asia and "Made in Japan - Converging Trends in Corporate Responsibility and Corporate Governance" (Chatham House, 2003). He is also a contributor to 'Strategic Thinking in Tactical Times' (Palgrave Macmillan, 2004) and authored a chapter on Reputational Risk for 'The Risk Management Universe,' (2006) by the British Standards Institution (BSI), part of the International Standards Organisation (ISO).

Arif is also an active member in a number of community and not for profit organisations such as the Royal Society of Arts (RSA), the Royal Asiatic Society, the Strategic Planning Society, the Red Shift Theatre Company and the York Society (University of York). He is currently residing in London with his family.

www.reputationalrisk.co.uk

www.reputationinstitute.com

Some companies he has worked with:

- | | |
|--------------------------|-------------------|
| • HSBC | • Qantas |
| • BP | • Coca Cola |
| • BT | • IBM |
| • Infosys | • Fedex |
| • Mitsubishi Corporation | • Barclays |
| • Shell | • GSK |
| • Reuters | • Dell |
| • Cisco | • British Airways |
| • Toyota | • Marks & Spencer |

Case Studies

A selection of real life business examples will be discussed with the resulting performance achieved by adopting various strategies, integrated throughout the sessions.

- | | |
|--------------------------|-------------------|
| • ICICI Bank | • Bajaj Auto |
| • Dell | • British Airways |
| • Coca Cola | • Infosysq |
| • Ranbaxy | • Marks & Spencer |
| • Air Blue | • HSBC |
| • Fedex | • Shell |
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About the Official Business Magazine

Celebrating 10 years of publication, **Gulf Business** has remained the region's premier English-language business magazine. Gulf Business's country reports, landmark features and incisive analysis of business news reflects the local market like no magazine has done before.

Managing Reputational Risk Master Class

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Fees

Professional Training fee @ USD2,795 + GST / VAT (if applicable) per delegate

Premier Plus - Bring 3 or more delegates to this event and benefit from a 10% SAVINGS off the regular price

All options inclusive of course papers, luncheon, refreshments & service charge.

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Business Opportunities

A limited amount of exhibition space is available at the training. Sponsorship opportunities covering the lunch and documentation also exist. For further details contact **John Karras** on (603) 2723 6600 or e-mail johnk@marcusevanskl.com.

Register Now

Code:E

Contact Marketing at **marcus evans**

Tel: +603 2723 6604

Fax: +603 2723 6699

Email: bernardinem@marcusevanskl.com

Date: 6th & 7th April 2008

Venue: Le Meridien Dubai, UAE

Hotel Accommodation

Accommodation is not included in the training fee. To reserve accommodation at the training venue, please contact the hotel at (9714) 282 4040 and make it clear that you are attending **marcus evans** training event quoting ME-GMT838 as a reference.

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2. Payment Terms: Following completion and return of the registration form, full payment is required within 5 days from receipt of invoice. PLEASE NOTE: payment must be received prior to the conference date. A receipt will be issued on payment. Due to limited conference space, we advise early registration to avoid disappointment. A 50% cancellation fee will be charged under the terms outlined below. We reserve the right to refuse admission if payment is not received on time. Unless otherwise stated on the booking form, payment must be made in pounds sterling.
3. Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge up to 14 days before the event are allowed. Substitutions between 14 days and the date of the event will be allowed subject to an administration fee of equal to 10% of the total fee that is to be transferred. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **marcus evans** (as defined above). Cancellations must be received in writing by mail or fax six (6) weeks before the conference is to be held in order to obtain a full credit for any future **marcus evans** conference. Thereafter, the full conference fee is payable and is non-refundable. The service charge is completely non-refundable and non-creditable. Payment terms are five days and payment must be made prior to the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract that **marcus evans** will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, **marcus evans** decides to cancel or postpone this conference, **marcus evans** is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.
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