

RELEVANT ARTICLE ON CORPORATE SOCIAL RESPONSIBILITY LEADERSHIP

By Professor Kellie McElhaney, University of California, Berkeley

A Strategic Approach to Corporate Social Responsibility

Corporate social responsibility is currently taking the world of business by storm. For the past several years, corporate social responsibility has been the main theme of The World Economic Forum at Davos.

In 2008, CSR was front and center again as Bill Gates spoke of the need for more “creative capitalism—an approach where governments, nonprofits, and businesses work together to stretch the reach of market forces so that more people can make a profit, or gain recognition, doing work that eases the world’s inequities.” If your company doesn’t already have a CSR strategy or CSR initiatives, it likely soon will, as it has become standard operating procedure for today’s companies.

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Professor Kellie
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So, what exactly is CSR, and what does it mean to you—and to your organization, employees, customers, and shareholders? I have been teaching, researching, and consulting in the field of corporate responsibility for over 15 years, currently at the business school that *the Financial Times* ranks as number one in the world.

In that time, I have seen CSR move from strategically disconnected philanthropic giveaways to the belief that it can serve as integrated business strategy, linked to core business objectives and core competencies, that provides positive financial returns for the company as well as positive social and/ or environmental impact in the world. As I document in my book, *Just Good Business: The Strategic Guide to Aligning Corporate Responsibility and Brand*, most companies understand that CSR can be a good business strategy, yet for the majority of those engaged in it, their CSR strategy compendium still consists of a hodge-podge of disconnected activities effectively unlinked to their business goals and competencies. And any time you have a corporate strategy not linked to your business goals, you are leaving resources, opportunity, and value on the table.

What CSR Is—and Isn’t

For all the talk about corporate social responsibility within business circles and in the media, there is scant understanding of what CSR really is, and—moreover—what it is not. Net Impact, whose mission is to make a positive impact on society by growing and strengthening a community of new leaders who use business to improve

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A Strategic Approach to Corporate Social Responsibility

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the world, defines CSR simply as using the power of business to create a better world. In my own work, I think of CSR in terms of corporate strategy, and advocate that firms use CSR as part of their portfolio of business strategies. I therefore developed and use the following definition of strategic corporate social responsibility:

A business strategy that is integrated with core business objectives and core competencies of the firm, and from the outset is designed to create business value and positive social change, and is embedded in day-to-day business culture and operations.

One common problem in defining CSR within a company is that the concept of corporate social responsibility itself goes by many different names. What is called “corporate social responsibility” in one organization might be given the label “spiritual capitalism” in another. During my vast work in this area, I have encountered a variety of other terms for CSR in organizations, including corporate responsibility, sustainable development, global citizenship, corporate citizenship, values-driven business, natural capitalism, spiritual capitalism, and many more.

Regardless of the label used, I personally try to dissuade leaders from wasting a lot of time splitting hairs over a name for their own CSR efforts. I instead strongly suggest that they indeed call it something, give it a name and use it consistently, and define it for themselves as a company. Many companies stop there and that is not enough. The more critical step is that they develop and execute a business strategy around their CSR, communicate it, and brand it.

The Value of CSR

The most researched and proven financial benefits of effective strategic CSR can be found in the areas of human resources and talent management, reputation and branding, and operational cost savings. It’s clear

employees are significantly interested in, more highly satisfied with, and more loyal to companies that have a proven commitment to corporate responsibility. As a result, CSR can be used as an effective strategy to recruit and retain top talent, which has obvious positive implications for the bottom line.

The IBM Institute for Business Value recently surveyed a group of 250 business leaders worldwide, finding that more than two-thirds (68 percent) are focusing on corporate social responsibility activities to create new revenue streams. In addition, more than half (54 percent) of the surveyed business leaders believe that their companies’ CSR activities are already giving them an advantage over their top competitors. According to IBM’s report on these findings, “When aligned with business objectives, companies are beginning to see that CSR can bring competitive differentiation, permission to enter new markets, and favorable positioning in the talent wars.”

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Consider this example from retail giant Wal-Mart. After receiving company-provided training on sustainability, Darrell Meyers—an employee in a North Carolina Wal-Mart store—submitted a suggestion to remove light bulbs from store vending machines. This seems like an inconsequential action—at least until you multiply its impact throughout a large organization. Vending machine lights stay lit 24/7—constantly consuming a steady stream of electricity—and they periodically

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need to be replaced by maintenance workers. Not only would Darrell's idea be good for the earth (by reducing energy consumption), it would save the company money, reducing its costs. As it turned out, Darrell's suggestion promised to save Wal-Mart more than \$1 million a year, and it was quickly implemented.

Creating a CSR Strategy

Management guru Peter Drucker perhaps said it best: "What gets planned gets done." Leaders have long known that to achieve their company's goals, they need strategies that get everyone in the organization headed in the right direction at the right time, and that ensure that resources are mobilized where required. Consider, for example, a typical corporate strategy—in this case, Hewlett-Packard's (HP) 2006 strategy to "Establish HP as the world's leading information technology company." Hewlett-Packard's goal is both clear and inspirational

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to the company's employees. And just as clear are the three, interdependent strategies that HP established for achieving this goal: targeted growth, capital strategy, and efficiency. If you are an HP employee, you know that if you contribute to one or more of these three strategies, you are helping the company achieve its greater goal of information technology supremacy. More so, as an employee, you know that every year, your performance will be measured on your success in contributing to one or more of these strategies.

Unfortunately, few CSR strategies are as clear and compelling as HP's corporate strategy. Because the actual goals for most CSR efforts aren't in support of typical corporate functions such as marketing, manufacturing, sales, and so forth, many companies aren't exactly certain of what goals to set for them, or what strategies to

pursue. The result is often a hodgepodge of unfocused, unlinked, and unrelated strategies in search of an overarching goal.

When leaders work with their people to craft a CSR strategy for their companies, they should at minimum pursue the following course of action:

Senior leadership and management of the firm, including the board, must make an authentic, firm, and public commitment to CSR, and engage in it.

In many organizations, CSR is born organically, within lower levels of employees. But, for such CSR initiatives to have legs, senior executives must be brought on board, they must commit to it, and engage in it. A clear vision of CSR needs to be embedded within and reflect the core values of the firm, and be linked to the mission, vision and values of the organization—recognizing that it creates not only social or environmental value, but that it creates business value as well. CSR can and should be treated and managed as a core business strategy just as are the strategies of marketing, research & development, capital expenditures, and talent management. CSR should report to a top-level leader in the company, as opposed to being side-lined in the corporate foundation. The board of the company should be engaged as well, and be responsible for the CSR strategy just as they have responsibility for other business strategies like accounting, finance and marketing. Innovative companies like Timberland have board committees overseeing corporate responsibility, and Gap takes board members on factory tours in China so they can see the value of supplier codes of conduct and audits. Generally the higher up CSR reports in the company, the more closely linked to providing value it is as a strategy.

Determine the top-three business objectives and priorities of the company, and develop a CSR strategy that will contribute to the achievement of those business objectives.

When developing a CSR strategy, the company's leaders must first determine what specific business objectives this strategy must support. Defining business objectives is not as easy as it might appear at first glance. Ask any group of business managers within a company to describe their business objectives and priorities, and you're likely to get different answers from each. I once

consulted with a tech company in Silicon Valley whose top executive quickly answered the top-three business objectives question with this response: “Growth, growth, and growth.” However, her Human Resources Director looked quite pained in responding that until they were able to triage the company’s 82-percent turnover rate, they were going to have a difficult time growing, growing, growing.

CSR can certainly be used as a talent attraction and retention strategy if it is communicated clearly to potential and current employees, and they can engage in it. A conversation needs to occur at a deeper level so that the CSR strategy can serve to provide for these general objectives. Is it growth in new markets, and if so, which ones? CSR can be used as a strategy to open up new markets for energy-efficient products, for example. Is it penetrating new customer segments or grabbing market share from competitors, and if so, which market segments? CSR can be used to grab market share from competitors if communicated effectively to customers who care about environmentally-friendly product lines.

Align CSR strategy with the firm’s core competencies.

CSR in most businesses is typically executed in a very ad hoc, non-integrated fashion. CSR initiatives originate from all parts of an organization, and are often not directly linked to what the firm actually knows, does, or is expert in. Firms should, however, seek causes and social/ environmental strategies for which they own part of the solution. This requires focus and discipline and sticking true to that you know despite the myriad worthy causes and issues in our world.

Consider the of Ford Motor Company Foundation’s support for breast cancer research—in the amount of \$100,000 each year to the Susan G. Komen Breast Cancer Research Fund. There is no argument that this is a worthy cause with significant need, but there is no strategic link between the company’s support for breast cancer research and the building of cars and trucks. Automotive companies know cars, transportation engineering, and design. It makes far more sense for an automobile manufacturer like Ford to support research in alternatively-fueled vehicles or to address the global and environmental challenges around gasoline dependency because these initiatives fit the firm’s core competencies and business objectives of selling more cars while

potentially creating new products and revenue streams.

Fully integrate CSR into the culture, governance and strategy-development of the company, and into existing management and performance systems.

CSR can be both a risk mitigation strategy and an opportunity-seeking strategy, and leaders should look for the “sweet spot” within their organizations—that is, the intersection between business and social/ environmental

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returns. CSR will not be fully embraced and executed with as much precision as are the more commonly measured functions such as sales and staff management until it is built into the recognition and performance appraisal system for a company’s employees. Johnson and Johnson measures its employees on both their functional job performance as well as their performance on J & J’s infamous ethical credo. Walmart, when selecting suppliers, indexes them on price, quality, in-stock statistics, and sustainability scores. Sustainability is integrated in to their internal buying processes.

Develop clear performance metrics, or key performance indicators, to measure the impact of their CSR strategies.

CSR performance metrics should be both internal—such as reputation improvements, gains in market share, brand perception, increased sales, decreased operational expenditures, and employee satisfaction—as well as external ones focused on society and the environment. If there are no performance metrics in place, there will be no way to prove that the strategy was effective, which means that the strategy will not be sustainable over the long haul.

Consider the example of General Electric, which launched its Ecomagination program in 2006 with the

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view that it would become a value-creating strategy for the firm:

Ecomagination puts into practice GE's belief that financial and environmental performance can work together to drive company growth, while taking on some of the worlds biggest challenges... the GE commitment to products and services that are as economically advantageous as they are ecologically sound.

GE views CSR as part of its business strategy—to sell more goods and services and create value for the firm—and its approach meets my own definition of CSR as it also exists to create positive environmental value by focusing on increasing energy efficiency. Ideally, as an increasing number of companies begin to view CSR as a business strategy—and succeed in creating value, including increased sales, new market entrance, and brand differentiation—their competitors will follow suit and even collaborate, raising the entire civil, standards, and rules of the game

Branding and Communicating Your CSR

I can't count how many times I've heard corporate executives—everyone from CEOs to VPs of corporate communications to brand managers to directors of corporate responsibility—list the myriad reasons, risks and fears for not publicly communicating their company's work in the area of corporate social responsibility. Convincing these gun-shy corporate leaders to tell their CSR story can be a real and ongoing challenge. The problem is, you cannot not communicate.

Few business leaders embrace the value in communicating and branding their CSR substance and continue to fail to communicate, this suggesting that they do nothing in the area of CSR. Companies expend millions on branding and messaging its reputation, products and services, but do not link the ways in which their products and services contribute to a better world, such as HP's deep and long-term commitment to recycling. Dell comes along with a printer for which when purchased, the company plants a number of trees, they communicate this clearly to consumers, and suddenly Dell becomes known as an environmentally friendly company to HP's loss. A consumer cannot factor in to his or her decision-making that which they do not know. This is a significant lost opportunity.

Branding a firm's CSR content, once it is truly developed, executed, and integrated into the organization, can be an innovative and valuable business strategy to reach multiple critical constituencies—employees, suppliers, business partners, investors, peers and consumers—inside and outside of the corporation. Like anything else in business, to be effective, it has to be done right. Levi Strauss has always promoted employee volunteerism internally, and this has done wonders for employee satisfaction, engagement, and retention. But for the first time that I've ever seen something like this happen, Levi launched a campaign to get their customers involved in volunteering within their communities. Levi Strauss

Convincing gun-shy corporate leaders to tell their CSR story can be a real challenge.

has named May 1st 501 Day—a day designated by the company for employees from Levi Strauss & Company headquarters, offices, and stores across the country to volunteer with community-based nonprofits. VolunteerMatch set up a Web-based platform where you can log onto Levi.com, enter your zip code, and find all the various volunteer opportunities in your area where you could go out and work alongside Levi volunteer employees.

This approach is particularly effective because Levi isn't just telling and showing consumers what they do, but are instead saying "Do it with us." VolunteerMatch is the quintessential website for matching volunteers with opportunities, and they have set up many corporate platforms—providing the horsepower behind many corporate volunteer sites. Simply enter your zip code and interests—environmental, women, youth, education—and specify when you are available to work, weekends, evenings, or during the day. The system will immediately provide you with listings of opportunities based on what you input.

Consumers today are looking for a relationship, not just a transaction. CSR can be an effective way to build relationships because it's hard to build a relationship just around the act of buying a pair of jeans—or any other product. You're probably already in the habit of managing your messaging, and hence your reputation, strategically and consistently, and spending a great deal of money doing so. Think of CSR as another component of this strategic communication and messaging management. Perhaps it can even be one of its most important components. Particularly with CSR communication and branding, consistency is key. Once you have engaged deeply with all stakeholder groups and have selected the appropriately fitting causes and opportunities, constantly and consistently communicating a simple strategic message will add value. This means integrating your CSR message with your core branding strategy externally to consumers, of course, but this also means communicating a clear

Consumer wants a relationship, not just a transaction.

consistent message internally to employees, and externally to potential employees, suppliers, retailers, governments, communities, and peers.

Moving Forward

If you are serious about helping to drive a CSR strategy through your own business, then you should be acutely aware of where global corporate social responsibility is headed in the future. CSR trend analysis suggests that:

- Consumers are increasingly interested in taking action on issues such as climate change.
- CSR/branding campaigns that resonate with consumers are those that address the consumer's interest, provide easy-to-digest education, and spark dialogue and action.
- Reputable campaigns are those that are innovative

and substantiated by the company's authentic commitment and ability to demonstrate tangible results towards their CSR goals.

- Partnerships are critical as a pathway forward, either between companies or with NGO partners. They help build credibility, and no one company can go it alone against an issue as large as global warming or AIDS.
- CSR is not going away any time soon. The Millennial generation, which is now hitting the workforce, is demanding and driving this reality.
- Your competitors are developing CSR strategies. Don't let them get ahead of you because it is difficult to catch up once you get behind. CSR does not tend to show quarterly results—it is a longer-term venture.

In the future, the focus will not be on whether or not to engage in CSR, but how to do it smarter, more strategically, and to integrate it into companies' day-to-day business strategies. The focus will also be on how best to communicate and brand your CSR. Although still relatively young, the CSR space is getting crowded. However, the space of smart, effective, strategic CSR is less crowded, and the space of well-branded, well-communicated CSR is wide open, so grab the leadership spot for your industry now. And remember that CSR brands hope. And if there's one thing we can all agree on, it's that the world today is suffering from a universal lack of hope.

Dr. Kellie A. McElhaney is the Margo N. Alexander Faculty Fellow in Corporate Responsibility and the founding Faculty Director of the Center for Responsible Business at the Haas School of Business at the University of California, Berkeley. She launched this new center in 2003, which has helped place corporate responsibility squarely as one of the core competencies and competitive advantages of the Haas School. Professor McElhaney is also author of the book *Just Good Business: The Strategic Guide to Aligning Corporate Responsibility and Brand* (Berrett-Koehler, 2008).

2010 Clariden Global Executive Education
Corporate Social Responsibility Program

Corporate Social Responsibility Leadership

Professor Kellie A. McElhaney
University of California, Berkeley, Haas School of Business

Dr. Kellie McElhaney is the *Margo N. Alexander Faculty Fellow* in Corporate Responsibility and the founding Faculty Director of the Center for Responsible Business at the Haas School of Business at the University of California, Berkeley. She founded this center in 2003, which has helped place corporate responsibility squarely as one of the core competencies and competitive advantages of the Haas School. In her five years at Haas, her Center has received global critical acclaim. *The Wall Street Journal* ranked Haas as the number two business school in the country for CSR in 2006 and 2007. *The Financial Times* rated Haas number one in the world in January 2008.

Professor McElhaney teaches courses on Strategic Corporate Social Responsibility, which include in-depth, experiential consulting engagements with companies on real-world, high-visibility strategic CSR challenges, in all of the MBA degree programs at Haas and extensive Executive Education in this area. Kellie was named a Faculty Pioneer by the Aspen Institute in 2005.

In addition to her University activities, Kellie consults to several Global 1000 companies in developing integrated CSR strategy, bridging her academic focus with the practitioner world. Her client list includes HP, Gap, eBay, McDonalds, Ernst & Young, NVIDIA, Blue Cross Blue Shield, Nokia (Finland), Navigant, Volunteer Match, Ford Motor Company, Bernard Hodes Group (Great Britain), PG&E, Driscolls Berries, Triage Consulting Group, Ulster Bank (Ireland), StatoilHydro (Norway) and PG&E. After helping more than 150 companies develop CSR strategies, Kellie encapsulated her advice in her book *Just Good Business: The Strategic Guide to Aligning Corporate Responsibility and Brand*.

Kellie serves on the Board for Foundation Île à Vache, which she helped to found with a group of Irish CEOs in June of 2007. It supports infrastructural and economic development on this island in southern Haiti. She is also on the management team of the Encircle Foundation, which fosters corporate sector support of the Millennium Development Goals by launching enterprise solutions to poverty, and serves on the boards of Net Impact and VolunteerMatch.

CORPORATE SOCIAL RESPONSIBILITY LEADERSHIP



Professor Kellie A. McElhaney, *University of California, Berkeley, Haas School of Business*
Margo N. Alexander Faculty Fellow and Founding Faculty Director of Center for Responsible Business

Dr. Kellie McElhaney is **Alexander Faculty Fellow and the founding Faculty Director of the Center for Responsible Business at University of California, Berkeley**. She founded this center in 2003, which has helped place corporate responsibility squarely as one of the core competencies and competitive advantages of Haas. In her five years at Haas, **her Center has received global critical acclaim**. *The Wall Street Journal* ranked **Haas as the number two business school in the country for CSR** in 2006 and 2007. *The Financial Times* rated **Haas number one in the world** in January 2008. Kellie was named a **Faculty Pioneer** by the Aspen Institute in 2005.

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PROGRAM SUMMARY

Program:	Corporate Social Responsibility Leadership	Tuition Fee:	S\$3,250
Dates:	11th—12th November, 2010	Register before 16th August for Early Bird Fee:	S\$2,950
Location:	The Sentosa Resort and Spa Hotel, Singapore		

Program Essence: The starting point of this program is that despite the growing number of CSR success stories, companies continue to struggle with the fundamental challenges of embedding CSR into day-to-day business strategy to maximize business impact. This hands-on program is designed to strengthen **Board of Directors, C-Level and Senior-level** executives' efforts to integrate corporate social responsibility into their business strategy. This program's practical outlook will help participants develop insights to build an effective CSR business strategy, connect brand with CSR, communicate CSR, and develop metrics to measure and maximize business impact.

PROGRAM INTRODUCTION

With today's global economic challenges, corporate social responsibility (CSR) is about business innovation, brand differentiation, attracting and retaining top talent, operational efficiencies, and creating competitive advantage – a critical strategy for leading companies. Despite the growing number of CSR success stories, companies continue to struggle with the fundamental challenges of embedding CSR into day-to-day business strategy to maximize business impact.

Corporate social responsibility is most effective when it is intimately connected to the corporate brand and strategy - reinforcing a company's unique identity and playing an integral part of how it tells its story. To help business leaders tackle these challenges, this two-day leadership program is designed to strengthen a company's efforts to integrate corporate responsibility into business strategy.

WHO WILL BENEFIT MOST

This course is designed for:

- Board of Directors
- C-Level executives
- Senior level executives in charge of CSR/Business Sustainability
- Functional executives with P&L responsibilities

HOW YOU WILL BENEFIT

Participants will develop the insight to analyze, build, and refine an effective CSR business strategy in a hands-on, highly interactive program. You will learn from leading practices of global multinational corporations as well as small to mid-sized enterprises.

Key concepts addressed and tools employed:

Integrating and aligning corporate responsibility inside of companies with:

- Core business objectives
- Core competencies
- Mainstream business functions
- Leadership, vision, mission and values
- Branding and reputation
- Reporting and communications
- Financial impact
- Social or environmental value creation
- Trends in global CSR

During the program, participants will:

- Understand the broad and varied concepts in this field
- Learn from current-case best practices of CSR across sectors
- Think about the business drivers for CSR
- Think creatively about relevant CSR strategy for your company
- Assess their own company's level of strategic CSR
- Begin to develop integrated CSR within their own companies

PROGRAM OUTLINE

HIGHLIGHTED SESSIONS

Overview of CSR, Global Trends & Leading Examples

Discuss the current state of corporate social responsibility (CSR) – what it is, why companies should integrate it into their business strategies, and why they should do it now. Explore how to develop effective CSR strategies; how to align them with your company's core objectives, competencies, and stakeholder expectations; and how to maximize CSR value within the firm.

CSR as Core Business Strategy: The “C” in CSR

Learn how to link CSR to your core business objectives – increase sales, penetrate new markets, engage employees, reduce operating expenses, improve reputation, beat competitors – and leverage your core competencies to create business value & positive social change.

Communicating and Branding CSR

Explore the power of branding CSR efforts by communicating to customers, vendors, shareholders, and other stakeholders – closely linking efforts to products and services. The session also explores a framework for the seven principles for effective CSR branding: know thyself, get a good fit, be consistent, simplify, work from the inside out, know your customer, and tell your story.

DAY 1

- Overview of CSR, global trends & leading examples
- CSR as core business strategy: the “C” in CSR
- Engaging non-governmental organizations (NGOs) and difficult stakeholders
- Communicating and branding CSR

DAY 2

- Engaging your most valuable asset: employees and CSR
- Leveraging the power of social technology for good
- Measuring your impact
- CSR at your companies

Complete and return this application form by email: admissions@claridenglobal.org or fax to (65) 6295 2567. All submitted information is confidential and for use by Admissions Committee only. For inquiries, contact us at admissions@claridenglobal.org or (65) 6827 9765.

Clariden Global
Executive Education

APPLICATION FOR ADMISSION 2010

Please indicate the program(s) you are applying for (early bird privilege ends Aug 16):

- | | |
|---|---|
| <input type="checkbox"/> Aligning Culture, Leadership & Talent Management, 13 - 14 Sep 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) | <input type="checkbox"/> Corporate Social Responsibility Leadership, 11- 12 Nov 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) |
| <input type="checkbox"/> Developing Strategic Intuition: The Key to Innovation, 21 - 22 Oct 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) | <input type="checkbox"/> Implementing Growth Strategies in Asia, 22 - 23 Nov 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) |
| <input type="checkbox"/> Strategic Sales Leadership, 28 - 29 Oct 2010
Early Bird Fee: S\$2,750, Regular Fee: S\$2,950 (fees all inclusive) | <input type="checkbox"/> Negotiation and Influence Strategies, 2 - 3 Dec 2010
Early Bird Fee: S\$3,650, Regular Fee: S\$3,950 (fees all inclusive) |
- Preferred Early Bird Privilege, please check one: Early bird savings Shangri-La Hotel* Sentosa Resort and Spa Hotel*
* one-night free accomodation in Singapore, subject to availability

GENERAL INFORMATION

Last Name _____ First Name _____ DR MR MS

Job Title _____ Company Name _____

Business Address _____

Work Phone _____ Email _____ Mobile _____

Nationality _____ Date of Birth _____ (dd/mm/yyyy)

COMPANY INFORMATION

What function best describes your position? (Check one only)

<input type="checkbox"/> Accounting / Finance / Control	<input type="checkbox"/> Human Resources	<input type="checkbox"/> Manufacturing / Operations
<input type="checkbox"/> Communication / Investor Relations	<input type="checkbox"/> Information Services	<input type="checkbox"/> Product Development
<input type="checkbox"/> Corporate Planning	<input type="checkbox"/> Legal	<input type="checkbox"/> Project Management
<input type="checkbox"/> Engineering	<input type="checkbox"/> Logistics	<input type="checkbox"/> R&D
<input type="checkbox"/> General Management	<input type="checkbox"/> Marketing / Sales / Advertising	<input type="checkbox"/> Other, specify: _____

Please provide a brief description of your organization/business unit: _____

Please describe your current responsibilities: _____

Please explain your objectives or goals by attending this program: _____

What are the most formidable challenges facing your organization/business unit now: _____

EDUCATION

	College / University	Degree Granted	Year Granted
Please list the last academic institution only:	_____	_____	_____

How did you learn about this program?

- | | | | |
|---|---|--|---|
| <input type="checkbox"/> Superior | <input type="checkbox"/> The Business Times | <input type="checkbox"/> The Straits Times | <input type="checkbox"/> Other, please specify: _____ |
| <input type="checkbox"/> Colleague / Friend | <input type="checkbox"/> Clariden Global Email Notification | <input type="checkbox"/> HRM Asia Website | |
| <input type="checkbox"/> Company's HR | <input type="checkbox"/> Clariden Global Mailing | <input type="checkbox"/> HRM Asia e-Newsletter | |

Upon acceptance, payment is due within 21 days of invoice date and is required prior to the start of the program. Cancellations of the program, including withdrawals, transfers and substitution with qualified candidate, must be submitted in writing to Clariden Global Executive Education. Cancellations submitted more than 30 days before the program start date to receive full refund. Cancellations received 14 to 30 days before the program start date are subject to a fee of one-half of the program fee. Requests received within 14 days of the program start date are subject to full payment of program fee. Clariden Global reserves the right to change or cancel the course.

An invoice will be mailed to your organization. Please indicate to whom the invoice should be sent.

Last Name _____ First Name _____ DR MR MS

Job Title _____ Company Name _____

Business Address _____

Work Phone _____ Email _____