

2<sup>nd</sup> Annual

# Asset Management for Energy & Utilities

Your First Step to  
Implementing Smart Grid

Wednesday February 24<sup>th</sup> and Thursday February 25<sup>th</sup>, 2010 • Hilton Garden Inn Airport • Toronto, ON

**Improve Reliability & Efficiency | Comply with Reporting Standards | Lower Costs**  
**Guide Future Investments | Maximize Asset Performance | Manage Uncertainty**

## Hear from these leaders:



**Steve Arthur**  
*Asset Programme Manager*  
**Wessex Water (UK)**



**Ivano Labricciosa**  
*VP of Asset Management*  
**Toronto Hydro**



**Lloyd Chiotti**  
*Director, Asset Management Strategy*  
**Enbridge Gas Distribution**



**Dr. Andrew Jardine**  
*Director, Centre for Maintenance  
Optimization and Reliability Engineering*  
**University of Toronto**



**Bill Cowan,**  
*Senior Manager – Special Projects,  
Applications and Regulatory Audit,*  
**Ontario Energy Board**

## Source insights from these 8 leaders:

1. Wessex Water (UK)
2. United Power (CO)
3. Toronto Hydro
4. Hydro Ottawa
5. SaskPower
6. British Columbia Transmission Corporation
7. Enbridge Gas
8. Ontario Energy Board

## Take Away 8 Key Strategies On:

1. **Integrating** asset management to smart grid initiatives
2. **Building** a data health index
3. **Maximizing** asset reliability
4. **Striving** for best governance
5. **Meeting** regulatory compliance
6. **Planning** your O&M budget
7. **Improving** decision-making
8. **Evaluating** asset and enterprise risks

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# Get a Handle on Your Assets

As you plan for smart grid rollouts and infrastructure upgrades, maximize your current and future investments!

**2010 is the year** of unprecedented opportunity as green energy policies and smart grid implementations become realities.

The vision for a more intelligent, safe and reliable grid is set. But critical to improved grid development and success is a sound asset management practice. You need to ensure you can adequately track, monitor and maintain your critical infrastructure, plus guide your future investments with confidence.

**Your next step – this conference!**

## Source insights from these 8 leaders:

- |                      |  |
|----------------------|--|
| 1. Wessex Water (UK) | 6. British Columbia Transmission Corporation |
| 2. United Power (CO) | 7. Enbridge Gas                              |
| 3. Toronto Hydro     | 8. Ontario Energy Board                      |
| 4. Hydro Ottawa      |  |
| 5. SaskPower         |  |

Don't reinvent the wheel! Take this opportunity to see how your colleagues are doing and learn from their challenges. Get the know-how to establish your organization as the next leader in grid performance and asset management.

***This conference only comes around once a year; register now, as this event is sure to sell out!***

## About this conference:

The Asset Management for Energy and Utilities Summit is part of a series of annual events designed to help the industry overcome the operational, financial, economic, and environmental challenges. The event brings together Canada's power industry, regulators, policy makers, and stakeholders to share information, challenges and successes, and will give Canada's utilities a clearer vision on how to boost profit and improve reliability while benefiting the public and preserving the environment.

## Essential pre-conference workshops offer hands-on training:

- **Workshop A:** Workforce Management
- **Workshop B:** Change Management

## Take Away 8 Key Strategies On:

1. **Integrating** asset management to smart grid initiatives
2. **Building** a data health index
3. **Maximizing** asset reliability
4. **Striving** for best governance
5. **Meeting** regulatory compliance
6. **Planning** your O&M budget
7. **Improving** decision-making
8. **Evaluating** asset and enterprise risks

## Take away these 8 additional benefits:

1. Local, national and global case studies
2. Ontario Energy Board and IFRS update
3. Smart Grid integration strategies
4. Connecting with industry peers and experts
5. Face-to-face interaction
6. Interactive peer-to-peer discussion
7. Q&A opportunities for additional learning
8. Access to presentation materials

Share your experiences and exchange ideas and strategies! If you want to meet with your peers in the field and form valuable alliances, this is your best opportunity this year.

## Register Today – Space Is Limited and Sure To Sell Out

Don't miss your chance to participate in these critical discussions and to network with the leaders in asset management. Register for our limited spaces by calling **1-866-298-9343** or emailing [registrations@strategyinstitute.com](mailto:registrations@strategyinstitute.com) today.

Source best practices to optimize your asset, maximize investments and enhance performance.

**This summit was specifically designed to benefit executives and managers in:**

## Energy/Utilities: Hydro, Oil and Gas, Water, Nuclear

Asset Management | Operations & Maintenance | Infrastructure | Engineering | Strategy & Planning | Finance and Accounting

- **Optimize** performance of assets
- **Prepare** for smart grid rollouts
- **Comply** with financial and environmental regulations
- **Ensure** future reliability and availability
- **Deliver** services more efficiently and cost-effectively
- **Develop** long-range maintenance and replacement plans
- **Lower** operational and maintenance costs
- **Manage** risk and guide future investments

## Asset Management Software, GIS, Business Systems Providers

Business Development | Sales | Marketing | Account Management

- **Get** on the short-list when decision-makers are considering their options
- **Showcase** your firm's solutions to a select audience of senior decision-makers
- **Build** relationships through face-to-face contact and grow your business
- **Learn** what buyers are looking for and meet their needs

## Engineering, Accounting and Business Process Consultants/Advisors

Utilities Practice | Business Development | Sales & Marketing

- **Demonstrate** your expertise to the energy and utility community
- **Build** and grow your practice by meeting potential future clients
- **Contribute** to the dialogue for best asset management practice
- **Stay** up-to-date on key industry issues with direct feedback from all stakeholders

**Strategy Institute** is proud to be a facilitator of information sharing for the energy and utilities sector. We strive to strengthen the foundation of the industry and Canada's economy through annual conferences such as The Canadian Smart Grid Summit, IFRS for Energy and Utilities and The Future of Canada's Infrastructure. One of our higher purposes is to provide E&U decision makers with the knowledge and tools they need to meet their business objectives.

**Don't take our word for it, hear what your peers have to say:**

"This conference is an excellent opportunity to listen and talk about different asset management approaches. Each plan has one item that any utility can take away and use on their own plan."

Richard Bassindale, *Project Lead Asset Management & Planning*, Horizon Utilities Corp

"Excellent venue for sharing ideas and conceptualizing solutions."

John Avdoulos, *Engineering and Business Development Manager*, Essex Power

"Good cross-section of attendees and presenters. Very topical subject."

Paul Nelson, *Senior Project Manager*, AECOM

"Good conference giving insight to current trends in asset management that convey a message that utilities need to get better to satisfy OEB requirements in COS applications."

Chris White, *COO*, Erie Thames Powerlines

"Good mix of topics for review of Asset Management Principles."

Charles Esendal, *Sustainment Manager*, Hydro One Networks

### Ensure Your Leadership with a Customized Sponsorship/Exhibit Package

By sponsoring this one-of-a-kind event, you can showcase your company as an industry LEADER. Ensure your presence is known. Select sponsorship packages are still available. **To learn more, contact Bill Lem at 1-866-298-9343 ext. 250, or email [bill@strategyinstitute.com](mailto:bill@strategyinstitute.com).**

### Bring your team and benefit from special pricing:

Ensure all members and staff of your organization understand the latest developments in asset management by sending your team to this conference. Take this opportunity to develop a shared vision. Send your entire team and increase the potential success of your project.



# DAY 1

Wednesday,  
Feb. 24, 2010

**7:45 AM** Registration and Continental Breakfast

**8:30 AM** Opening Comments From the Chair

**8:45 AM Opening Address:**  
**Addressing Challenges and Opportunities in Evidence-Based Asset Management**



**Dr. Andrew Jardine,**  
Professor and Director,  
Centre for Maintenance Optimization and Reliability Engineering,  
University of Toronto

**9:30 AM Case Study: Toronto Hydro**  
**Best Practices in Asset Data Collection to Build a Health Index**

Data collection – both the quality and quantity – is a critical component in asset management and project success. Hear how the largest municipal electric distribution utility in Canada goes about building its data health index.

- Identifying data need and creating the strategy for collection and inventory
- Understanding the processes and resources required
- Identifying ways to verify and sustain data collection

*Build and improve on your data collection practices to maximize efficiency and success.*



**Ivano Labricciosa,**  
VP of Asset Management,  
Toronto Hydro

**10:15 AM Mid-Morning Networking Break**  
Interact with conference speakers and fellow attendees.

**10:45 AM Case Study: Enbridge Gas Distribution**  
**Life-Cycle Costing and Maintenance Optimization: A Practical Application to Gas Distribution Assets**

As part of its overall Asset Management program, Enbridge Gas Distribution has been investigating the application of Life Cycle Costing and Maintenance Optimization to its distribution plant assets. This presentation will review the approach taken to develop a Life-Cycle Costing model for “steel mains” and the results of its application.

- Explore why you need a quantitative and qualitative approach
- Understand total life cycle cost and the economic life of assets
- Improve repair/replace decision making and selection of optimal maintenance tactics

*Better determine the effective life of assets and approach your asset management decision making with greater confidence.*



**Lloyd Chiotti,**  
Director, Asset Management Strategy,  
Enbridge Gas Distribution

**11:30 AM Case Study & Demo: BCTC**  
**Linking Real Time Field Data Results to Guide Maintenance Planning, Execution and Future Investments**

Join this session for a new way of looking at asset management in electric utilities, as well as for shareholders and regulators. This presentation covers the integration of BCTC's Strategic Asset Management (SAM) analysis methodology into a software developed by INTERPRO Solutions called EPS-M that manages acquisition of equipment field test data in real time and allows for the analysis, planning and execution of maintenance activities.

The SAM analysis methodology has been recognized and approved by the BC Utility Commission. View a demo of the SAM software and appreciate the level of analysis provided by this solution to capital planning activities.

*Better plan for your system, service delivery and budget using relevant asset data.*



**Thomas Ta,**  
Asset Health Manager,  
British Columbia  
Transmission  
Corporation (BCTC)



**David Cheng,**  
Manager, Data and  
Information Asset  
Management,  
BCTC



**Jean-Pierre Girard,**  
VP Sales & Marketing,  
INTERPRO Solutions

**12:30 PM Networking Luncheon**  
Join the conference speakers and your peers for a relaxing luncheon.

**1:45 PM Preparing for the Future: How Asset Management Will Evolve in the Age of Smart Grid**

For many years, utilities have struggled to organize information on a wide variety of assets to support operations, accounting, and other business processes. With asset management functionality spread across several software applications, utilities have been forced to maintain multiple databases and cope with approaches to synchronize them.

Further, with Asset Management Systems in place that were initially intended for Power Stations, utilities are now trying to adapt older asset management approaches to the Smart Grid, where the topology of the network can change frequently and where a vast amount of asset information is being added each day in terms of meters, home automation devices, sensors, and other hardware.

- Changing the approach to constructing the asset database in a smart grid world
- Managing database integrity and reducing the versions of asset data that add complexity
- Utilizing the database to support a wider variety of Operational and Engineering situations

*Arm yourself with specific concepts and approaches to guide you through the age of smart grid.*



**Andy Zetlan,**  
Smart Grid Solutions,  
Telvent Utility Group



To register call: 1-866-298-9343 • E-mail: [registrations@strategyinstitute.com](mailto:registrations@strategyinstitute.com)

## 2:30 PM Developing a Complete Infrastructure Model to Improve Asset Management and Operational Efficiency

With smart grids, infrastructure replacements, a new facilities for renewable and distributed resources, utilities need more accurate and complete infrastructure models to improve decision making and operational efficiency. Hear how you can create infrastructure models that leverage design information across the utility asset lifecycle without data conversion. Discover how Innisfil Hydro has successfully streamlined its asset management process.

- Improve design productivity, enhance data quality and info sharing
- Collaborate across multiple contractors and stakeholders
- Leverage your infrastructure model across the asset lifecycle

Explore how you can improve collaboration and workflow.



**Alan Saunders,**  
Utility and Telco Industry Manager,  
Autodesk

**Wade Morris**  
Director of Operations  
Innisfil Hydro

## 3:15 PM Mid-Afternoon Networking Break

Interact with conference speakers and fellow attendees.

## 3:30 PM Ontario Energy Board Update: Property, Plant & Equipment – IFRS Impacts and Asset Management Study Initiatives

Challenging economic times plus the introduction of International Financial Reporting Standards has put increased pressure on asset management practices of Ontario's regulated electricity distributors to ensure the right work is done economically and efficiently, and appropriately reflected in rate applications brought before the regulator for approval.

- Observations from the regulator on utility accounting practices for PP&E
- Impact of IFRS on accounting, data collection and reporting relating to PP&E
- Current OEB initiatives relating to asset management

Get the latest updates from your regulator and get your questions answered.



**Bill Cowan,**  
Senior Manager – Special Projects,  
Applications and Regulatory Audit,  
Ontario Energy Board

## 4:15 PM Evening Social Activity

Unwind and mingle with the delegates and speakers at our "exclusive" end-of-the-day gatherings. Bring your business cards!



# DAY 2

Thursday,  
Feb. 25, 2010

## 7:45 AM Registration and Continental Breakfast

## 8:30 AM Opening Comments From the Chair

## 8:45 AM Case Study: Wessex Water (UK) Demonstrating Good Governance in Asset Management: PAS 55

Published by the British Standards Institution, PAS 55 is the "publicly available specification" for the optimized management of physical assets and infrastructure. With momentum and interest in its adoption worldwide, hear what the standard is all about.

- Understanding the requirements and parameters
- Challenges and realities in adoption
- Factors for success

Familiarize yourself with PAS 55 and aim for high-level asset management practices.



**Steve Arthur,**  
Asset Programme Manager,  
Wessex Water Services Ltd (UK)

## 9:30 AM Industry Expert

## Integrating Asset Management Into Smart Grid Initiatives

A true and successful smart grid has many building blocks, one being the management of distribution and transmission assets. Hear from an industry expert who will guide you through designing your smart grid with asset management benefits in mind.

- Performance-focused and strategy-focused asset management
- Unique challenges of T&D asset management processes
- Main drivers behind Smart Grid initiatives

Understand how you can look to improve efficiencies and processes as you roll out smart grid initiatives.



**Yury Tsimberg,**  
Director - Asset Management,  
Kinectrics Inc.



**Stephen Cress,**  
Department Manager,  
Distribution &  
Asset Management,  
Kinectrics Inc.

## 10:15 AM Mid-Morning Networking Break

## 10:45 AM Case Study: United Power (CO)

## Implementing Geographic Information Systems to Streamline Processes and Improve Operational Efficiency

GIS has considerable scope for application in asset-intensive industries such as energy and utilities. Hear how United Power, a not-for-profit electric cooperative has deployed GIS to support and enhance its operations. Surrounding Denver on three sides, the organization serves 900 square miles along the north central range of the Colorado Rockies.

- Objectives of GIS and making the business case
- Overcoming challenges and lessons learned
- Integration with design, planning, IT and more

Make GIS an effective part of your comprehensive asset management plan.



**Diego Portillo,**  
GIS Coordinator,  
United Power (CO)

## 11:30 AM Case Study: Hydro Ottawa

### Developing a Blueprint to Guide Your Asset Management Practice and Optimize Performance

As Ontario's third-largest municipal distribution company (LDC) with a customer base of 291,000, Hydro Ottawa began its asset management initiatives back in 2005. Hear the organization's experience to date, plus a specific example relating to transformers.

- Determining deterioration levels using statistical or simulation model
- Estimating costs of rehabilitation vs replacement
- Optimizing decision making and budget allocation

*Learn how you can better optimize asset performance through sound decision making.*



**Franz Kropp,**  
Manager of Assets,  
Hydro Ottawa

## 12:15 PM Networking Luncheon

Join the conference speakers and your peers for a relaxing luncheon.

## 1:30 PM Panel

### Asset Management Software: A Framework for Selection to Ensure Fit and Success

At the core of asset management and operations is a robust software system to allow asset tracking, analysis, reporting and more. Join this panel for insights on choosing the right system.

- Determine your resources and needs for best fit
- Explore interoperability and integration with other in-house systems
- Source tips on writing your RFP to maximize results

*Take away advice on selecting a system to best fit your needs and maximize success.*



**Geoff Zeiss, (Moderator)**  
Director of Technology,  
Autodesk

**Peter Krotky,**  
President,  
Automated Solutions International



**Florian Lenders,**  
Vice President,  
Ivara Reliability Solution Services and The Aladon Network

## 2:15 PM Case Study: Enbridge Gas Distribution

### Ingraining Asset Management as Part of Your Organizational Structure

As Canada's largest gas distribution company, serving 1.9 million customers in Ontario, Quebec and New York State, Enbridge Gas Distribution has worked on implementing asset management tools, techniques and concepts over the last three years. More recently, they determined that to gain the full benefits of asset management they also had to realign their organizational structure. Accordingly, they are now moving towards an "Asset Manager/Service Provider" organizational model. Learn from its experience.

- Realigning traditional functions into an Asset Manager/Service Provider model
- Securing stakeholder and departmental buy-in
- Overcoming status quo, attitudes and barriers to success

*Cement your asset management practice and secure buy-in from top to bottom.*



**Lloyd Chiotti,**  
Director, Asset Management Strategy,  
Enbridge Gas Distribution

## 3:00 PM Mid-Afternoon Networking Break

Interact with conference speakers and fellow attendees.

## 3:15 PM Case Study: SaskPower

### Exploring the Role of Risk Management As Part of Asset Management Decision-Making

With \$4.5 billion in assets, the principal supplier of electricity in Saskatchewan has embarked on enterprise risk management (ERM) as a key business function. Hear the progress to date and how the organization hopes to enhance asset management decisions in the future.

- Define enterprise risk management and its goals
- Identify key risks for consideration – physical, environmental, etc.
- Create risk matrixes and risk registries

*Better understand how enterprise risk management can help improve asset management decision-making.*



**Lorne Deyenberg,**  
Manager, Enterprise Risk Management,  
SaskPower

## 4:00 PM Conference Adjourns



## Post-Conference WORKSHOP A

Friday,  
Feb. 26, 2010  
9:00 am ~ 12:00 pm

### Workforce Management Strategies

The aging workforce and looming exodus of baby boomers from the workplace may result in a loss of decades of knowledge - a major concern for energy and utilities. While there is no quick or easy fix to recruiting and retention, there are strategies that can help you maximize success in workforce management. This workshop will cover the following strategies to address these challenges:

- Recruiting top talent and identifying high potential talent
- Retention – creating career development opportunities
- Succession planning – developing a pipeline of leaders
- Knowledge transfer and sharing – challenges and opportunities
- Knowledge management – planning next steps

*Prepare for the future and ensure you have steps to manage your workforce and knowledge.*

#### About your workshop leader:



Rebecca Heaslip is an Executive Coach, Organizational Consultant and President of **Leadership Insight™**, a talent management consulting/coaching practice that she established over 11 years ago. Prior to launching her company, Rebecca held various positions in sales, marketing and sales management in consumer product, resource and service industries. Rebecca helps clients in the private and public sectors identify, assess and develop top talent ensuring a steady pipeline of highly engaged managers and staff.

## Post-Conference WORKSHOP B

Friday,  
Feb. 26, 2010  
9:00 am ~ 12:00 pm

### Leading Change and Learning to Love it!

Without a doubt, an evolution is underway in the utilities industry. With smart grid initiatives, increased green legislation, performance expectations, empowered consumers and more, organizations need to adapt or risk getting left in the dust. Leading during business as unusual requires a renewed sense of courage and an appreciation for the Psychological factors at play for organizations in flux. And, the good news? You can help yourself, and your employees, cope and succeed in uncertain times. In this presentation you will learn to:

- Identify the 4 Business Change Environments and which leadership style is the most effective in each environment
- Uncover and support the Psychological factors related to how organizations and individuals receive, integrate and process intense change
- Identify the 6 Success Factors that drive change excellence and how to respond to resistance
- Support a renewed sense of optimism for yours, and your employee's, abilities to thrive during challenging times
- Anticipate and overcoming staff resistance
- Streamline transition communication processes

*Get the fundamentals, tips and techniques for successfully managing organizational change.*

#### About your workshop leader:



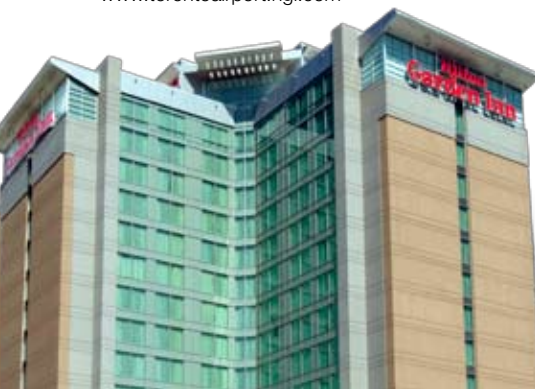
Peggy Grall, **Peggy Grall & Associates Inc.**, is a Certified Executive Coach and former Psycho-therapist with 19 years experience in the areas of helping individuals and organizations make significant change. Peggy has demonstrated her ability to assist individuals and organizations to explore and resolve complex transitional issues, through working with organizations that are navigating mergers, moving facilities and initiating culture changes. Her clients include Ontario Gov., Staples, Ford Motor Company, Bell, Johnson & Johnson, the Magna Corporation and many more.



### OUR VENUE:



3311 Caroga Drive Mississauga, ON L4V 1A3  
1-877-782-9444 Direct: 905-678-0041  
www.torontoairport.hgi.com



Our conference venue, newly built Hilton Garden Inn Toronto Airport hotel is conveniently located within five minutes of Toronto's Pearson International Airport (YYZ), with complimentary airport shuttle service, and easily accessible from the major highways of #401, #427, #407 and #409.

This Hilton Garden Inn is proud to be Canada's first LEED certified hotel ( Leadership in Energy and Environmental Design ), LEED® Certification distinguishes building projects that have demonstrated a commitment to sustainability by meeting higher performance standards in environmental responsibility and energy efficiency.

The Hilton Garden Inn Toronto Airport hotel offers a 24-hour Business Centre, complimentary high-speed internet-Stay Connected, indoor covered parking, indoor pool and whirlpool. Bring your spouse and take a mini-vacation.

**Book now!** Contact the hotel & mention "Energy & Utilities Summit" to receive our conference rate of **\$134/night until February 1<sup>st</sup>.**



### Staying at the hotel has advantages for you!

1. The entire conference will take place inside the Hilton Garden Inn Toronto Airport. You will be just steps away from all the sessions and networking action!
2. Specially arranged evening SOCIAL ACTIVITIES to facilitate peer-to-peer interaction and networking will be taking place in the hotel.
3. Save Money! With the special room block mention "Energy & Utilities Summit" and you will pay only \$134/night for a standard room in this luxurious hotel.
4. Bring your spouse and enjoy a mini vacation while attending the conference.

2<sup>nd</sup> Annual

# Asset Management for Energy & Utilities

Your First Step to Implementing Smart Grid

Wednesday February 24<sup>th</sup> and Thursday February 25<sup>th</sup>, 2010 • Hilton Garden Inn Airport • Toronto, ON

**Improve Reliability & Efficiency | Comply with Reporting Standards | Lower Costs**  
**Guide Future Investments | Maximize Asset Performance | Manage Uncertainty**

ATTENTION MAILROOM: If undeliverable to addressee, please forward to:  
VP Asset Management, VP Operations, VP Engineering,  
CFO, Finance Manager, Accounting Manager



## WHY YOU SHOULD ATTEND

- ✓ Improve Reliability & Efficiency
- ✓ Comply with Reporting Standards
- ✓ Lower Costs
- ✓ Guide Future Investments
- ✓ Maximize Asset Performance
- ✓ Manage Uncertainty

## HOW TO REGISTER



**E-Mail:**

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**Fax:** 416-944-0403

1-866-298-9344 (Toll-free)



**Mail:** Strategy Institute

401 Richmond St. West, Suite 401  
Toronto, Ontario M5V 3A8

Please register this person for: **2nd Annual Asset Management for Energy & Utilities**

## 1 CONFERENCE INVESTMENT

CONFERENCE INVESTMENT	<b>Save \$300</b> Register by Dec. 23	<b>Save \$100</b> Register by Jan. 29	Regular Investment
Conference ONLY	<input type="checkbox"/> \$1,595	<input type="checkbox"/> \$1,795	<input type="checkbox"/> \$1,895
Conference + 1 Workshop	<input type="checkbox"/> \$1,895	<input type="checkbox"/> \$2,090	<input type="checkbox"/> \$2,190
Conference + 2 Workshops <b>BEST VALUE</b>	<input type="checkbox"/> \$2,185	<input type="checkbox"/> \$2,385	<input type="checkbox"/> \$2,485
Workshop ONLY A B	<input type="checkbox"/> \$ 395	<input type="checkbox"/> \$ 395	<input type="checkbox"/> \$ 395

**Registration Fee:** This investment includes luncheon, receptions, and refreshments, networking breaks, continental breakfast and original course materials. Payment is required in advance and can be made by company cheque, VISA, MasterCard, or American Express. Please make cheques payable to the Strategy Institute Inc. and write the registrant's name on the face of the cheque.

## 2 CONTACT DETAILS

DELEGATE NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

COMPANY/FIRM: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ PROV/STATE: \_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

TELEPHONE: ( ) \_\_\_\_\_ FAX: ( ) \_\_\_\_\_

MOBILE: ( ) \_\_\_\_\_ EMAIL: \_\_\_\_\_

APPROVING MANAGER'S NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

**Group Discount**  
Send 3 delegates and the 4<sup>th</sup> delegate attends for free!

**Group Discount:** To be eligible for the GROUP DISCOUNT, delegates must register at the same time. The total discount per delegate (including applicable group discounts, etc.) must not exceed 25% of the conference cost.

## 3 METHOD OF PAYMENT GST# R138790662

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**Cancellations:** Cancellations must be received in writing by February 10th, 2010. You will be eligible for a prompt refund less a \$495.00 administrative fee. If you register for the program and do not attend, you are liable for the full registration fee unless you cancel according to the terms stated above. If you are unable to attend, delegate substitution is permitted up to, and including, the day of the conference.

**CONFERENCE CODE: 110009**

Disclaimer: Strategy Institute reserves the right to change or adjust the agenda without notice.

MULTIPLE ORDERS PLEASE PHOTOCOPY