



Redefining knowledge strategy and engaging a collaborative enterprise

25-27 November 2008

Suntec Singapore International Convention & Exhibition Centre

KM Asia 2008 will provide opportunities to:

- Hear keynote addresses from thought leaders and innovators in the knowledge and collaboration space:



Dr Nancy M. Dixon, Consultant and Author, Common Knowledge Associates

Dave Snowden, Founder and Chief Scientific Officer, Cognitive Edge Pte Ltd

Nicolas Gorjestani, Former Chief Knowledge & Learning Officer; Senior Adviser/Consultant, The World Bank

J. Roberto Evaristo, PhD, Knowledge Management Program Office, 3M

- Learn from a broad range of practitioner case studies and choose from a variety of intensive workshops to take away practical ideas to implement in your organisation. Hear from: **Singapore Armed Forces; National Library Board; Nanyang Technological University; Knowledge Enterprises; Hong Kong Knowledge Management Society; iKMS; Straits Knowledge; MindTree Limited; Eureka Forbes Ltd; Shell Global Solutions (Malaysia) Sdn Bhd; and the Author of *The Organizational Zoo*.**
- Learn from the experience of five MAKE Award Winners – MindTree Limited, Eureka Forbes Ltd, Shell, The World Bank and 3M
- See Dave Snowden and Raj Datta debate the contentious topic 'KM initiatives cannot and should not be measured'
- Get involved in a range of interactive sessions and take advantage of our designated KM Networking Space

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Welcome Note

It is my pleasure to welcome you to KM Asia 2008. This year we welcome Nancy Dixon, one of the early pioneers of KM, author of *Common Knowledge* and a great communicator. Nicolas Gorjestani has a track record of knowledge management practice in the World Bank which is unparalleled. I have enjoyed conversations with both over the years and delegates are in for a treat. That is complimented by Roberto Evaristo from 3M, a name synonymous with innovation and more recently for recognising the limitations of process management techniques such as Six Sigma.



For the best part of a decade KM Asia has become the premier event in the region. The opportunity to network with people engaged in knowledge management from many different cultures is unparalleled. A mixture of new and challenging thinking, established practice and case studies of both success and failure; all provide an opportunity for learning that would be difficult to achieve in any other environment.

Dave Snowden
Emeritus Director, KM Asia 2008

DAY ONE – Tuesday, 25 November 2008

- 8.15 **Registration and refreshments**
- 8.45 **Chairperson's opening remarks**
- 9.00 **International keynote address**
 **Three generations of KM: where has it been and where is it going?**
- Beginnings in the early 1990s with focus on content and repositories
 - Second generation focus on communities
 - The rising third generation which emphasises collaboration
 - How each generation changes ideas about what knowledge is, i.e. whose knowledge is important, what type of knowledge is most useful, and how the validity of knowledge is determined
- Dr Nancy M. Dixon, Consultant and Author, Common Knowledge Associates*
- 10.00 **Platinum sponsor**
Tools, technology and strategy
- 10.45 **Extended exhibition break**
- 11.15 **Practitioner case study**
 **Leveraging knowledge management for the 3rd Generation SAF**
- The operational imperatives for embracing knowledge management
 - How we deal with challenges
 - Our strategies in leveraging knowledge management and knowledge communities
 - Our lessons learnt so far
- COL Lee Shiang Long, Head, Joint Communications and Information Systems Department, Singapore Armed Forces*
- 11.50 **Diamond sponsor**
Tools, technology and strategy
- 12.35 **Extended exhibition lunch**
- 1.35 **Practitioner case study**
 **Euroshare: partnering business objectives in Eureka Forbes**
- A case study: Knowledge World Twenty 20 Challenge
- Knowledge excellence through innovation
 - KM: a link to enhance productivity
 - KM: a tool to realise business goals
- P.S. Sukumar, Deputy General Manager - Knowledge Management, Eureka Forbes Ltd*



The 2007 Asian MAKE panel recognised Eureka Forbes for its enterprise knowledge sharing and collaboration, and transforming enterprise knowledge into shareholder value. Eureka Forbes is a four-time Asian MAKE Finalist and two-time Asian MAKE Winner.

2.10 **Diamond sponsor**
Tools, technology and strategy

2.55 **Extended exhibition break**

3.25 **iKMS debate**
'KM initiatives cannot and should not be measured'

Two teams will debate the contentious issue of measuring knowledge management initiatives. Each team will present concise arguments, leaving you to decide who has the strongest case and who should win the debate.



For: Dave Snowden, Founder and Chief Scientific Officer, Cognitive Edge Pte Ltd
Against: Raj Datta, Vice President and Chief Knowledge Officer, MindTree Limited
Moderator: Patrick Lambe, President, iKMS; Co-founder, Straits Knowledge

4.10 **Gold sponsor**
Tools, technology and strategy

4.50 **International practitioner keynote address**
 **How innovation in knowledge management is enabling organisational innovation at 3M**

Expertise mapping, an innovative KM methodology that pictorially depicts the depth and location of key knowledge areas in an organisation, is creating new answers at 3M. This session will explore:

- How expertise mapping is benefiting innovation at 3M
- How this is changing the way we manage key accounts worldwide
- How post-acquisition integration is being managed
- Implications for succession planning and talent management

J. Roberto Evaristo, PhD, Knowledge Management Program Office, 3M



The 2007 Global MAKE panel recognised 3M for delivering value based on customer knowledge. 3M is a seven-time Global MAKE Winner.

5.35 **Chairperson's closing remarks and end of day one**

DAY TWO – Wednesday, 26 November 2008

8.15 **Registration and refreshments**

8.45 **Chairperson's opening remarks**

9.00 **International keynote address**

Everything is fragmented: social computing in KM
In this presentation one of the pioneers of KM will outline:



- How Web 2.0 technologies, which allow trusted networks to be created bottom up, enable the vision of a knowledge sharing culture
- The key aspects of Web 2.0 that match the natural process of knowledge exchange in human society
- Pragmatic methods by which these tools can be used
- How to address knowledge exchange across silos within an organisation

Dave Snowden, Founder and Chief Scientific Officer, Cognitive Edge Pte Ltd

10.00 **Diamond sponsor**
Tools, technology and strategy

10.45 **Extended exhibition break**

11.15 **Practitioner case study**

Global MAKE Award Winner showcase
Siew-Hoong Aw, Knowledge/Information Manager, Shell Global Solutions (Malaysia) Sdn Bhd



The 2007 Global MAKE panel recognised Shell for organisational learning and transforming enterprise knowledge into shareholder value. Shell is a seven-time Global MAKE Winner.



11.50 **Gold sponsor**
Web 2.0 – it's not just "cool" anymore – and it's link to the bottom line and other organisational measures.
While the concepts of Web2.0 are often seen as 'new' and 'cool' – it's sometimes difficult to see how a commercial or government organisation can use Web2.0 as a means of positive impact on business or citizen success measures. Vignette now provides enterprise class Web2.0 capabilities for compelling internet, extranet and intranet web experiences.... And will share with you how it's customers are leveraging these technologies to positively impact their business measures.
Carl Jones, Manager of Sales Engineering Asia Pacific Vignette

12.30 **Extended exhibition lunch**

1.30 **International keynote address**

Mindset challenges in knowledge ecology
Drawing on lessons learnt over 15 years in promoting a knowledge sharing culture at The World Bank, this session will look at the intangibles that are most difficult to address in building a knowledge sharing and learning organisation.



- Gain a practitioner's perspective on mindset and behavioural challenges in changing structures, culture and processes
- Understand the impact of the above on the knowledge ecology of an organisation
Nicolas Gorjestani, Former Chief Knowledge & Learning Officer, The World Bank
The World Bank is a five-time MAKE Award Winner, and a six-time winner of AQPC Best Practice Partner Awards.



2.30 **Silver sponsor**
Tools, technology and strategy

3.05 **Extended exhibition break**

3.35 **iKMS practitioner case study**
Sustaining knowledge management efforts: a case study on NLB's Network of Specialists



- Prototyping the Network of Specialists (NOS) platform
- Achieving effective knowledge sharing and collaboration amongst librarians and external experts
- Establishing ground rules that the system should adhere to in order to ensure participation and sustained interested from users
- Lessons learnt, corrective measures, and plans for the future
Gee Miaw Miin, Senior Manager, Lee Kong Chian Reference Library, National Library Board



4.10 **Silver sponsor**
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4.45 **Interactive panel discussion: drawing conclusions**
A panel of KM practitioners will lead a discussion summarising the main outcomes of KM Asia 2008, fielding questions and asking for input from the audience. This is your opportunity to evaluate your learnings from the event and put forward any outstanding questions or comments for group evaluation.



Arthur Shelley, Author, The Organizational Zoo



Raj Datta, Vice President and Chief Knowledge Officer, MindTree Limited



Waltraut Ritter, Director, Knowledge Enterprises; Board Member and Founding President, Hong Kong Knowledge Management Society



Moderated by: Dr Ravi S. Sharma, Associate Professor, Wee Kim Wee School of Communication and Information, Nanyang Technological University

5.30 **Chairperson's closing remarks and end of conference**

Recommended Reading



Nancy M. Dixon, Nate Allen, Tony Burgess, Pete Kilner, Steve Schweitzer, *Company Command: Unleashing the Power of the Army Profession*, Center for the Advancement of Leader Development and Organizational Learning, 2005, available for purchase at: <http://tinyurl.com/65x2pu>



Nancy M. Dixon, *Common Knowledge: How Companies Thrive by Sharing What They Know*, Harvard Business School Press, 2000, available for purchase at: <http://tinyurl.com/65x2pu>



Nancy M. Dixon, *The Organizational Learning Cycle: How We Can Learn Collectively*, Gower, 1999, available for purchase at: <http://tinyurl.com/65x2pu>

Nancy M. Dixon, *Perspectives on Dialogue: Making Talk Developmental for Individuals and Organizations*, Gower, 1996, available for purchase at: <http://tinyurl.com/65x2pu>

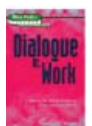
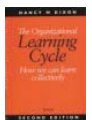
Nancy M. Dixon, *Dialogue at Work*, Lemos & Crane, 1998, available for purchase at: <http://tinyurl.com/65x2pu>



Patrick Lambe, *Organising Knowledge: Taxonomies, Knowledge and Organisational Effectiveness*, Chandos Publishing, 2007, available for purchase at: <http://tinyurl.com/4zlopk>

Arthur Shelley, *The Organizational Zoo: A Survival Guide to Workplace Behavior*, Aslan Publishing, 2007, available for purchase at: <http://tinyurl.com/57rx38>

Dave Snowden: free access to publications available at: <http://www.cognitive-edge.com/articlesbydavesnowden.php>



Speaker Blogs

Dave Snowden: <http://www.cognitive-edge.com/blogs/dave/>

Patrick Lambe: <http://www.greenchameleon.com/>

POST-CONFERENCE WORKSHOPS – Thursday, 27 November 2008

Workshop A

Everything is fragmented: social computing in KM

9.30-12.30

Facilitated by: **Dave Snowden, Founder and Chief Scientific Officer, Cognitive Edge Pte Ltd**



Dave Snowden has been one of the leading figures in the movement towards integration of humanistic approaches to knowledge management with appropriate technology and process design. Well known for his work on the role of narrative and sense making, he is an entertaining speaker and a formidable realist, and one of the few thought leaders who can bring together the academic and practitioner perspectives into a single, comprehensible purview.

About the workshop:

In the early days of knowledge management we had a vision of a sharing culture, in which knowledge would diffuse across organisational silos, innovation would naturally arise from open exchange of ideas, and decision making would be improved. The vision was not achieved, in part due to an overemphasis on technology, but mainly because technology in the early and mid 1990s was inadequate to the task.

The various Web 2.0 technologies, in particular blogs and wikis and the associated open systems in which trusted networks are created bottom up have finally delivered a software environment in which much of the original vision can be achieved. This workshop will build on Dave's keynote presentation by exploring in more detail the issues surrounding the ways that Web 2.0 mirrors human knowledge exchange, the practical applications of social computing, and enabling knowledge sharing across silos.

Workshop B

Leveraging collaboration and collective intelligence for business impact

9.30-12.30

Facilitated by: **Raj Datta, Vice President and Chief Knowledge Officer, MindTree Limited**



Overall 2007 Indian MAKE Award Winner. The 2007 Indian MAKE Award panel recognised MindTree Limited for transforming enterprise knowledge to create shareholder value and 'creating value through customer knowledge.

MindTree Limited was also a 2007 Asian MAKE Award Finalist and a 2007 NASSCOM Innovation Award Winner.

Raj Datta is Vice President and Chief Knowledge Officer of MindTree, with global responsibilities for all aspects of innovation, knowledge sharing, collaboration, and reuse. Raj has established KM as a key global strength for MindTree, and is credited with creating one of the most holistic approaches to KM. He has led MindTree to become the youngest (Number 1 ranked) Most Admired Knowledge Enterprises (MAKE) award winner in 2007 in India. Raj has also built MindTree's knowledge ecosystem with many socio-technical platforms, which has been awarded the NASSCOM Innovation Award 2007.

About the workshop:

In the fast moving global knowledge economy and flat world, strategic use of collective intelligence is emerging as a competitive differentiator, with potential for significant business impact, both internally and externally. The process of problem solving, decision making, and innovation can make more of an impact and can be accelerated by using collective approaches. The advent of Web 2.0 and related collaborative technologies has made it practical to roll out strategies which go beyond the boundaries of the organisation.

This workshop will outline the key concepts, issues, and practices in effectively using collaboration and collective intelligence mechanisms. We'll discuss how best to create an internal environment and cultural elements that are conducive to this. We will also explore socio-technical solutions, human competences, and thinking techniques, that are critical success factors in realising the true potential of a collective approach. Specific examples will be pulled from the industry, including MindTree, to show how this has been put into practice to enhance productivity and creativity, and to show how new business models are emerging to innovate and create value in this manner.

Workshop C

Harvesting tacit knowledge through debriefing

9.30-12.30

Facilitated by: **Nicolas Gorjestani, Former Chief Knowledge & Learning Officer, The World Bank**



Nicolas Gorjestani is a former Chief Knowledge & Learning Officer at the World Bank. An economist by training, Mr Gorjestani had held a variety of senior staff and management positions at the World Bank for more than three decades, before retiring in July 2007. He now devotes his time to advising, lecturing and writing on development strategy, organisational knowledge sharing and learning, and leadership development issues. Mr Gorjestani is currently a Senior Adviser/Consultant at the World Bank and an Adjunct Professor in Knowledge Ecology at the Polytechnic University in Hong Kong. He was one of the pioneers of knowledge sharing, learning and innovation at the World Bank, having designed and managed several cutting edge programs and approaches to enhance the efficiency and effectiveness of the way to do business in development.

About the workshop:

This workshop will examine how to effectively harvest knowledge based on an innovative World Bank approach developed over the past ten years which has previously been recognised with an AQPC best practice award. This program creates space for teams to reflect on their successes and failures and to draw lessons based on stories that are video recorded then synthesised for "just in time, just enough" retrieval. Participants will gain an in-depth understanding of this program and its practical applications for dealing with the challenge of harvesting and sharing tacit knowledge. You will engage in discussion and interactive activities to see how you can apply this methodology in your organisation to help you capitalise on some of the knowledge that resides "between the ears".

Workshop D

Knowledge management and innovation: can they thrive together?

9.30-12.30

Facilitated by: **Waltraut Ritter, Director, Knowledge Enterprises; Board Member and Founding President, Hong Kong Knowledge Management Society**



Waltraut Ritter is the director of Knowledge Enterprises, a research and advisory company based in Hong Kong. She has been involved in assignments around innovation, knowledge management and intellectual capital since 1989, and led projects in a wide range of industry and business sectors, with a focus on knowledge-intensive organisations across the Asia Pacific region, as well as in India. Besides her work, she teaches Knowledge Economy and Innovation at universities in Hong Kong, Singapore and South Korea, and is visiting faculty at the International School of Information Management (ISIM) at University of Mysore. In 1999/2000 she was Professor of Knowledge Management at the Nanyang Technological University in Singapore. She holds an M.A. in Information Science (Free University of Berlin) and an M.B.A. in International Management (Anglia Ruskin University, Cambridge U.K.)

About the workshop:

Innovation is the renewal capability of an organisation, and is a sometimes overlooked dimension in knowledge management. KM practices are often limited to mastering and organising existing information and know-how, optimising access and flow of what we know already, encouraging exchange between people with similar ideas and experiences (communities of practice) instead of encouraging people to explore something they don't know, expose themselves to unfamiliar situations and problems. Are cosy CoPs perhaps rather danger zones for organisations in fast changing environments? Are well-organised information repositories adding to complacency? How do we deal with the unknown, the blind spots, unexpected sources of new insights and knowledge in our environment? Should KM be part of an organisation's risk management strategy, scanning and interpreting existing and potential sources of knowledge that matter for future business growth?

Workshop E

Knowledge harvesting: assuring re-use, not just capture

1.30-4.30

Facilitated by: **Dr Nancy M. Dixon, Consultant and Author, Common Knowledge Associates**



Dr Dixon is an Author and Consultant working with clients to use knowledge processes to address operational objectives. She is the Author of eight books as well as over 50 articles that focus on how organisations learn. Recent government clients include The Defense Intelligence Agency, US Army, and The Agency for HealthCare Research and Quality. Corporate clients include Raytheon, ConocoPhillips, Towers Perrin, and the American Medical Association. Internationally she has consulted with Ecopetrol (National oil company of Columbia), PSO (Netherlands International Development Organization), Canadian International Development Agency, Holcim (third largest cement company in the world, located in Switzerland).

Dr Dixon's new book, *CompanyCommand: Unleashing the Power of the Army Profession*, is a description of how the Army's leading community of practice, CompanyCommand.com, was created. It is co-authored with Tony Burgess and Nate Allen, the company commanders who developed one of the U.S. Army's most effective and acclaimed community.

About the workshop:

In this workshop participants will walk through a new way to think about capturing and transferring project knowledge. Knowledge harvesting was developed at Intel, an industry where the speed of capturing and reusing knowledge is critical to success. The three key ingredients that make knowledge harvesting work where other methods frequently only produce reports that languish in databases are:

- Adroit facilitation
- Engaging the knowledge seekers in the harvest
- Actively brokering the knowledge

This workshop will examine these three areas, and provide attendees with an understanding of how to conduct effective knowledge harvests.

Workshop F

An introduction to expertise mapping and its operational and strategic practical applications

1.30-4.30

Facilitated by: **J. Roberto Evaristo, PhD, Knowledge Management Program Office, 3M**



At 3M, Roberto has created an innovative methodology: expertise mapping. Expertise mapping graphically depicts the depth and location (both functional and geographical) of individual knowledge in an organisation, enabling new perspectives on traditional issues such as succession planning, staffing strategies, global R&D knowledge transfer, planned expertise growth path across the workforce, and increasing transparency of knowledge location in mergers and acquisitions.

Prior to joining 3M in late 2006, Roberto was on the faculty of the Liautaud Graduate School of Business at the University of Illinois, Chicago. He has researched and consulted extensively for over 15 years in more than 20 of the Forbes' 500 largest worldwide companies, with work done in the United States, Japan, Latin America and Europe. He has published nearly 100 refereed articles in journals, books and conferences worldwide and taught graduate and executive education at universities across Latin American and Europe.

About the workshop:

Roberto will guide participants through an introduction to the process of developing graphical expertise maps of the organisation. As a new KM methodology, expertise mapping shows tremendous promise, but it also has many potential pitfalls. A discussion on how to avoid some of the most common problems will be part of the workshop.

Key applications in areas ranging from operational to strategic will be discussed. They include ways to foster innovation in an organisation as well as helping address other problems that are

currently in the crosshairs of organisations worldwide with applied support of innovative KM. We will examine:

- Human Resources
 - Succession planning and knowledge retention needs due to demographic trends
 - Career planning
 - Knowledge growth strategies
- Strategic knowledge transfer
 - Global knowledge transfer strategies
 - Long term sustainability of knowledge transfer efforts

Workshop G

Securing the support of senior management

1.30-4.30

Facilitated by: **Arthur Shelley, Author, The Organizational Zoo**



Arthur has over 20 years experience in professional roles and managing international projects, which have provided unique insights into what motivates people to collaborate. In his former role as the Global Knowledge Director for a large corporation, he initiated and facilitated virtual global communities to leverage knowledge, exchange ideas and increase productivity. He has a keen interest in human behaviour and how to successfully implement cultural change. His observations on people and behaviour have been captured in his USA published book, *The Organizational Zoo, A Survival Guide to Workplace Behavior*.

About the workshop:

All too often knowledge initiatives fail to reach their potential, or worse still, fail to get off the ground due to lack of buy-in from the upper levels of management. What knowledge practitioners need to recognise is how to deliver targeted success stories to influence management and secure their engagement. This workshop will help you gain an understanding of what criteria comprise a good success story and how to demonstrate tangible benefits to your management team to gain sufficient support not only with them but across the organisation as a whole. You will hear a range of case studies and also have opportunities to share your own experiences to gain insights on how to deal with this problem in your organisation.

iKMS interactive practitioner forum

Introducing iKMS' KM competencies framework

1.30-4.30

Workshop alternative for those looking for more interaction and benchmarking opportunities

About the interactive forum:

This interactive forum will provide an opportunity for participants to engage in open discussion and gain insights into iKMS' new KM competencies framework, which is due to be launched by September. Intended to be used as a self development framework, it will help knowledge and information practitioners to identify their successes and also areas for improvement. You will hear about how the framework was established and also explore the different ways in which it can be applied.

Facilitated by: **Patrick Lambe, President, iKMS; Co-founder, Straits Knowledge**



Awie Foong, Executive Committee Member, iKMS

Patrick Lambe is co-founder of KM consulting and research firm Straits Knowledge, President of the Information and Knowledge Management Society and Author of *Organising Knowledge: Taxonomies, Knowledge and Organisation Effectiveness* (Oxford: Chandos, 2007). His Master's degree is in Library Science and Information Studies, and he has worked as a professional librarian, in training and development, as a business manager, as Chief Learning Officer for an eLearning firm, and now as an entrepreneur. Patrick is also an Adjunct Professor at the Hong Kong Polytechnic University. His current research interest in KM is in the area of ignorance management.

Awie Foong is a Senior Research Associate of the Asia-Pacific Research and Innovation Centre at Watson Wyatt Worldwide. Prior to this, he worked for a large engineering MNC as project manager and later wrote his PhD thesis in the area of individual differences and knowledge sharing motivation. His current research interests include the interrelations between employee engagement, knowledge sharing motivation, and work performance.



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