THE KPI INSTITUTE

Accredited CPD Course

THE CPD STANDARDS OFFICE
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2020-2022
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CERTIFIED KEY PERFORMANCE INDICATORS
The KPI Institute
C-KPI
Framework v 2.0 2021
PROFESSIONAL

CERTIFIED KPI PROFESSIONAL

Getting Key Performance Indicators right, by using a rigorous KPI measurement framework

LIVE ONLINE CERTIFICATION

2021 EDITIONS:
> 14 - 18 NOVEMBER - ARABIC
> 15 - 19 NOVEMBER
> 28 - 02 DECEMBER - ARABIC
> 06 - 10 DECEMBER
> 12- 16 DECEMBER - ARABIC
> 12- 16 DECEMBER
> 13 - 17 DECEMBER
> 19 - 23 DECEMBER
> 19 - 23 DECEMBER - ARABI

The KPI Institute is an Accredited Provider of the CPD Standards Office, a Continuing Professional Development global assessor.

Key business benefits:

> Improve the performance of your company by practicing a sound framework for KPI measurement;

> Obtain better business results by selecting the right KPIs to monitor for your company;

> Generate value from using KPIs by optimizing the data collection process.

Over the last years, The KPI Institute's team has:

> Documented 21,000+ KPIs from 16 functional areas and 25 industries;

> Reviewed 1,000+ performance reports from 125 countries;

> Referenced 30,000+ resources as part of the documentation process.

Course overview

KPI selection and data gathering are considered by professionals all around the world to be the most challenging aspects in working with KPIs. A way to address these challenges is to build a sound framework to measure KPIs, starting from the moment they are selected, until results are collected and centralized in performance reports. This training course presents a rigorous KPI Measurement Framework that embeds 10 years of research in the field of key performance indicators and relies on best practices identified in the business environment.

👤 Participants' profile

› **Professionals interested in measuring performance**

Professionals from different fields, such as finance, human resources, production, logistics, information technology and others, interested in key performance indicators, will acquire the competencies needed to measure the performance of their team, department or organization.

› **Top/middle/lower management professionals**

Executives or operational managers, regardless of their field of expertise, will gain the ability and knowledge to measure performance and maximize the value of using KPIs. The tools and resources offered as part of the Certified KPI Professional Training Course enable managers to apply the concepts learned within their organizations immediately after the course.

› **Performance measurement experts**

For professionals like Data Analysts, Strategy Managers, Performance Management Officer or Performance Architects, it is important to develop competencies in measuring performance, especially in terms of KPI selection and data gathering. Usually, this particular audience already has a performance measurement system set in place. and the The course offers them the opportunity to learn the best practices used in this field and identify how their current processes and approaches regarding KPIs can be improved.

➕ Benefits

› Support decision-making, by accessing relevant performance data;

› Use pre-populated tools to facilitate the implementation of a KPI Measurement Framework in your organization, by receiving 10+ templates used in working with KPIs;

› Access an innovative learning experience, based on a 3-stage educational process;

› Expand your business network, by becoming a member of the international Certified KPI Professionals Community.

› Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

➕ Learning objectives

› Differentiate between objectives, KPIs, and initiatives;

› Understand KPI selection in different contexts;

› Apply best practice techniques to KPI selection;

› Document KPIs in a standardized template;

› Learn when and how to use benchmarking in target-setting;

› Optimize the KPI activation and data gathering process.

Agenda

Day 1 - 4h

The world of KPIs

> Challenges in performance measurement;
> The value added by KPIs;
> KPIs concept map;
> Governance;
> Organizational levels.

Understanding KPIs

> KPI-related terminology;
> Breaking down SMART objectives;
> KPI lifecycle.

Day 2 - 4h

KPI typology

> Leading vs. lagging KPIs;
> Qualitative vs. quantitative KPIs;
> Efficiency vs. effectiveness KPIs.

KPI taxonomy

> Interdisciplinary systemic worldview;
> KPI use case scenarios;
> KPI DNA map.

Day 3 - 4h

KPI selection

> KPI selection for organizational scorecards;
> KPI selection sources;
> KPI selection techniques.

KPIs in context

> KPI selection for an industry;
> KPIs cascaded to a functional area.

Day 4 - 4h

KPI Documentation

> KPI documentation form functions;
> KPI documentation form design;
> KPI documentation process;
> Organizational KPI libraries development;
> Weights and Indexes.

Working with targets

> KPI documentation process;
> Targets in practice;
> Challenges in working with targets;
> Negative behaviors when setting targets.

Day 5 - 4h

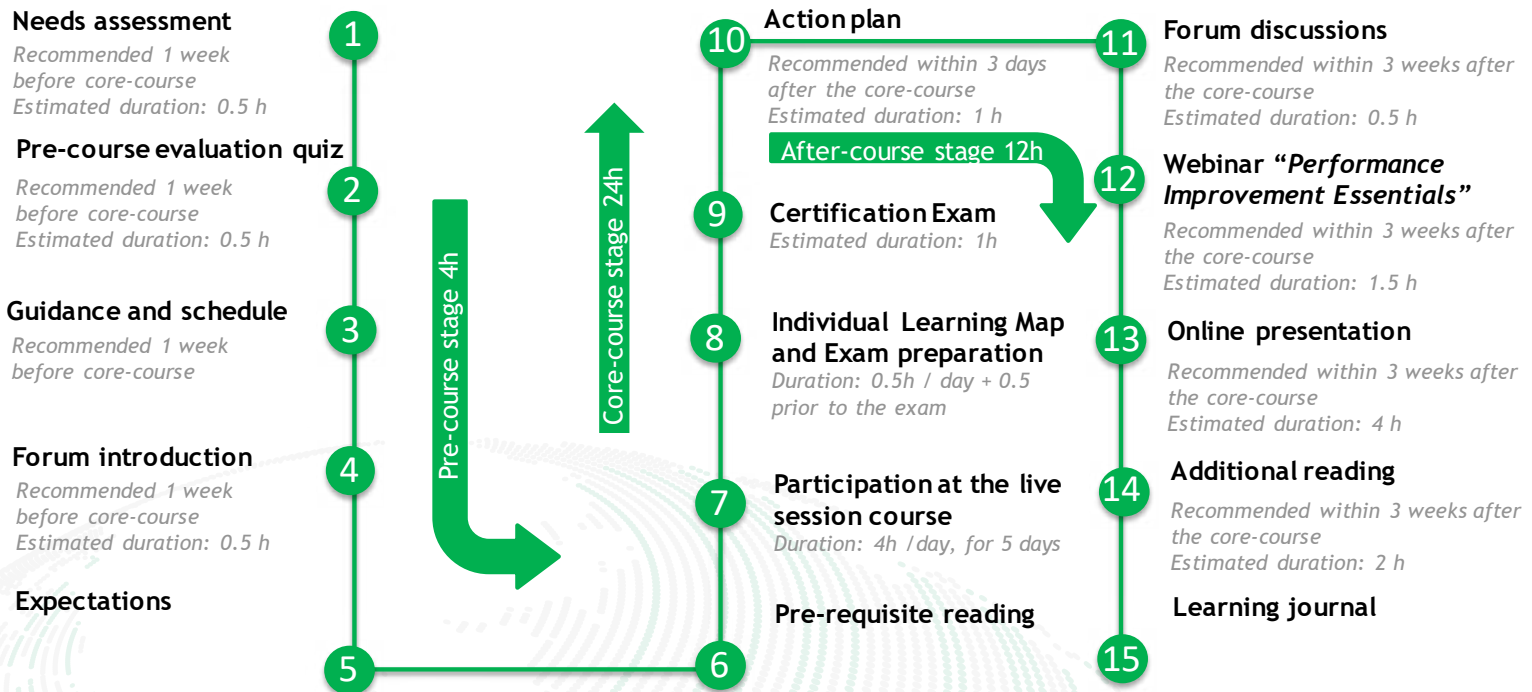### Data Gathering & Working with data custodians

> Data quality dimensions;
> KPI reporting data sources;
> KPI activation tools;
> KPI activation techniques;
> Guidelines to improving communication with data custodians;
> Community of Practice.

Data Visualization

> Guidelines to design efficient templates;
> Usability in terms of visual design;
> Scorecard and dashboard examples;
> Best practices in scorecard design;
> Best practices in dashboard design;
> Negative behaviors when setting targets.

Certification Process

Needs assessment
Recommended 1 week before core-course
Estimated duration: 0.5 h

Pre-course evaluation quiz
Recommended 1 week before core-course
Estimated duration: 0.5 h

Guidance and schedule
Recommended 1 week before core-course

Forum introduction
Recommended 1 week before core-course
Estimated duration: 0.5 h

Expectations

Pre-course stage 4h

Core-course stage 24h

Action plan
Recommended within 3 days after the core-course
Estimated duration: 1 h

After-course stage 12h

Certification Exam
Estimated duration: 1h

Individual Learning Map and Exam preparation
Duration: 0.5h / day + 0.5 prior to the exam

Participation at the live session course
Duration: 4h /day, for 5 days

Pre-requisite reading

Forum discussions
Recommended within 3 weeks after the core-course
Estimated duration: 0.5 h

Webinar "Performance Improvement Essentials"
Recommended within 3 weeks after the core-course
Estimated duration: 1.5 h

Online presentation
Recommended within 3 weeks after the core-course
Estimated duration: 4 h

Additional reading
Recommended within 3 weeks after the core-course
Estimated duration: 2 h

Learning journal

The certification process is finalized only when you complete all 3 stages of the learning experience. You will receive:

› Certificate of Completion (soft copy): after completing pre-course activities and passing the Certification Exam;

› Certificate of Attendance (soft copy): after taking part in the 5 days of the live session course;

› Certified Professional diploma (soft copy): after you have successfully completed all 3 stages of the learning experience and the contractor has received full payment.

› CPD Certificate of Attendance (soft copy): once you have successfully obtained the Professional status.

Educational resources
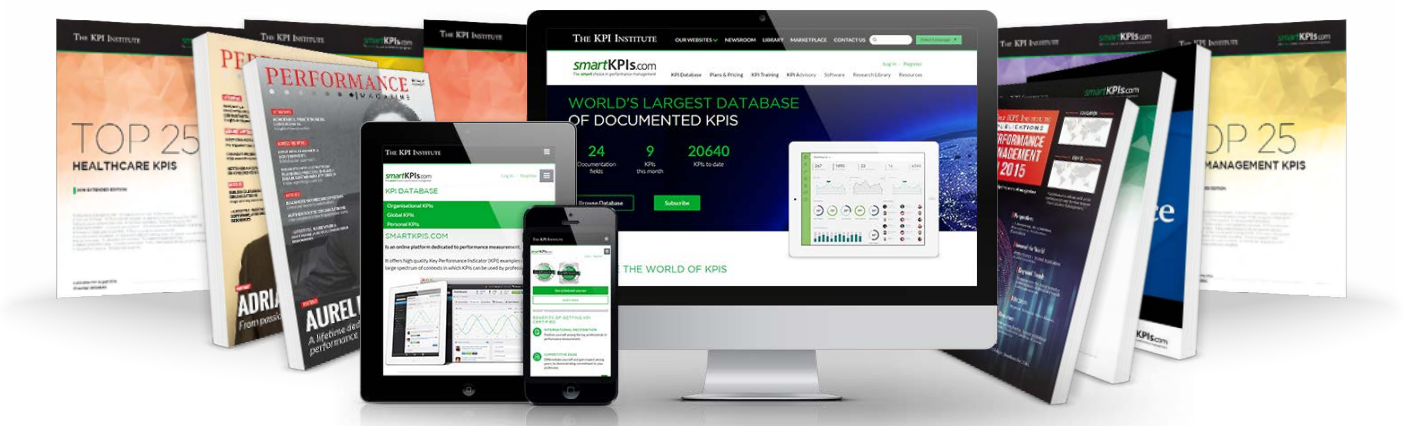
Course materials

> Course slides;
> Course notes;
> Course quiz;
> The KPI Infographic.

The qualitative reports

> Performance Management in 2012 – 2018.

Catalogues

> KPI Documentation Forms;
> Negative Behaviors;
> Targets in Practice;
> Dashboards;
> Scorecards;
> Hardware;
> Graphs in Practice;
> Glossary of terms.

Videos

> 11 Videos dedicated to Performance Management.

Fact sheets

> KPI Definitions, KPIs in Practice;
> Terminology in Practice;
> KPI Selection Criteria;
> Performance Management Related Theories.

Webinars

> Free access to all Performance Management webinars series to date.

Performance Management Toolkit

> **Templates:** Desired State of Evolution, Strategy Map, Performance Scorecard, Performance Dashboard, Performance Healthogram, Initiatives Portfolio, Performance Management System Architecture, Monthly Performance Management Process, Employee Scorecard;

> **Manuals:** Performance Scorecard Guide for Administrator, Performance Dashboard Guide for Administrator;

> **Publications:** KPIs for Human Resources Dashboard, KPIs for Human Resources Scorecard.

Premium subscription on smartKPIs.com

Available for 6 months, providing access to 500 fully-documented KPIs, over 20,000 listed KPIs, and one research report from the Top 25 KPIs series.

Facilitator

Adrian Brudan

General Manager ,TKI EMEA

Adrian Brudan is the General Manager of The KPI Institute EMEA Region, a research institute specialized in business performance, which operates research programs in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance. The KPI Institute is also considered today the global authority on Key Performance Indicators (KPIs) research and education.

Adrian is an expert researcher, consultant and practitioner with 7 years of experience in the deployment and implementation of KPI Management Frameworks. He has been involved in designing and delivering the Institute's KPI educational programs, aimed at competency development in the area of Performance Management and Measurement. He specialized in organizational performance measurement and management audit using internally researched and developed performance management capability maturity model frameworks.

As an educator, Adrian has facilitated hundreds of training courses and advisory programs on performance management subject matters in multiple industry settings ranging from oil & gas industry, utilities and healthcare to military, finance and airline industry.

As a consultant, he holds valuable experience both in Performance Management, and Project Management. His expertise and knowledge range from the implementation and review of performance management architecture, to KPI Scorecards and Dashboards design.

Part of The KPI Institute consultants' team since its inception, he was involved in several international projects reviewing performance management architectures and delivering educational programs for clients in Europe, North America, Middle East, Southeast Asia and Australia.

Facilitator

Teodora Gorski

Managing Director ,TKI EMEA

Teodora Gorski is the Managing Director MENA at The KPI Institute, the global authority on Key Performance Indicators research and education, as well as a Project Management expert with experience in Research, Organizational Development and Human Resources. As a Managing Director, Teodora lead organizational development initiatives to support and enhance the organization's strategic plan and manages the development and growth of the MENA branch of the KPI Institute.

Some of Teodora`s most significant projects include designing and implementing various corporate expansion projects, implementing performance management systems and business development strategies for the Middle East. She also has experience in working with organizational design when it comes to managing structural change and ensuring organizational capability. Teodora has also been involved in determining companies' needs for human capital development and building a company's stock of HR to support organizational strategies.

Teodora has gained a solid background in working with performance management systems due to her activity as a consultant and analyst both at the corporate and NGO level. She acted as a project manager for various initiatives within the performance management and HR field.

As a facilitator, Teodora has developed and delivered training courses on enhancing the individual learning and soft skills of employees. As a Certified KPI Professional, Teodora has been involved in matters such as determining employee competencies and skills with a variety of national and international clients from diverse industries.

Teodora holds qualifications in International Business Administration, Project Management and Law, complemented by a certificate in Entrepreneurship and Venture Creation from the ISCTE Business School in Lisbon and a Human Resource Specialist Certificate.

Facilitator

Andrea Minelli

Management Consultant, The KPI Institute

Andrea Minelli is a Management Consultant at The KPI Institute.

The KPI Institute is a research institute specialized in business performance which operates research programs in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance.

Andrea is a Certified KPI Professional, Certified KPI Practitioner and Certified Benchmarking Professional and has delivered over 400 training and advisory workshop hours last year.

As a researcher, Andrea's work in the field of performance measurement and performance management lead to the development of "The Utilities Performance Benchmarking Report Series 2017" a 6 Report-Series based on Utilities Performance. Besides documenting and reviewing KPIs, Andrea's research activity in the Performance Management and Organizational Development field is completed by writing research-based articles for the Performance Magazine, The KPI Institute's online magazine dedicated to strategy and performance.

As a consultant, Andrea has gathered experience in guiding professionals, operating in different industries and sectors, in their journey of implementing Performance Management Systems using solutions such as the Balanced Scorecard. Some of the most significant consultancy projects: Performance Management System Implementation at Corporate, Departmental, Function and Individual Level, Agile Employee Performance Appraisals. In terms of training, some of the significant projects are the in-house training program for Qatar Foundation, The Certified KPI Professional training for Poivre Corporate Services (Mauritius) and the open-course training in Algeria, Philippines, Serbia, Malaysia, Bangladesh and Cambodia among others.

As an educator, Andrea has delivered open format and in-house training courses, workshops, business simulations, podcast and webinars related to the use of KPIs in organizational context, performance measurement, management, utilization of the Balanced Scorecard and healthcare Performance Management to professionals from a variety of domains. The main training programs include: Certified KPI Professional, KPI Masterclass, Certified Performance Management Professional. Andrea has delivered webinars on several topics, such as: KPI Selection Techniques, Best practices associated with PMS implementation, Healthcare Performance Management Systems and Stakeholders buy-in.

Facilitator

Fadi Al-Jafari

Management Consultant, The KPI Institute

Al-Jafari Fadi Fuad Al-Jafari is a Management Consultant at The KPI Institute with Specialities in Data Analysis and Visualization.

Fadi has a Bachelor Degree in Communication Engineering from Al-Balqa Applied University in Jordan and a Master Degree in Business Administration from German Jordanian University in Jordan.

Fadi is a Certified Project Manager Professional, has several certifications in Statistics Foundation, Data Analysis using Excel, Analyzing and Visualizing Data with Excel, Working with Real-Time Data in Excel, Excel Macros in Depth, Predictive Analytics using BigML , Train of Trainers and he has been part of several projects in the last years.

He has worked in different projects, such as: Network Statistics Reporting Tool, Network Operation Center Balanced Scorecard, Business Specification Documents for Network Operations Center, Align Zain's Procedures with APQC's PCF, Robotic Process Automation for Network Operation As work experience, apart being a consultant for The KPI Institute, Fadi was a Network Operations Engineer starting from 2014 until 2019 and his job responsibilities include: Monitoring of Telecommunication Radio and Transmission Systems; Network Performance Management by identifying network elements' statistics, prepare network health technical reports and take corrective actions to maintain the best served quality and he facilitated, monitored and worked on network planned activities and projects work.

Facilitator

Amalia Rosdianingtyas

Management consultant at The KPI Institute

Amalia is a management consultant at The KPI Institute, carrying 5+ year of experience in research and involves in innovation management system in the organisation. Her significant research activities include developing a benchmarking study in the utilities sector which resulted in 'The Utilities Performance Benchmarking Report Series 2017' as well as an ongoing research on the Government strategy and performance management systems best practices in the GCC.

Amalia also manages the development of an educational platform of a start-up entity focusing on learning reinforcement.

During her study, Amalia initiated and implemented an organisational strategy and structural change within the MBA Student Association, resulted in hundreds of memberships registration in the first year as well as securing $15,000 grant for the organisation as she was elected the vice president of the organisation. Amalia holds two major degrees in Education and Business. She graduated bachelor and master's degree in education both as a first-class honour from Yogyakarta, Indonesia. She continued her study at Kaplan Business School Australia receiving high achiever scholarship and further completed an MBA from Royal Melbourne Institute of Technology (RMIT) University, graduated with Distinction. Her MBA study was funded by Endeavour Scholarship and Fellowship, the Australian Government's most prestigious and highly competitive scholarship for global mobility.

For the time being, Amalia is pursuing another degree in Education, focusing on early childhood education and care at Victoria University, Melbourne. Throughout the years, Amalia has developed blended skills in education, teaching, business and management.

Facilitator

Raluca Vintilă
Management Consultant at The KPI Institute

She has delivered training courses, workshops, conference presentations, business simulations and webinars related to the use of KPIs in organizational context, performance measurement and improvement to professionals from a variety of domains. She has trained over 3,400 participants in Europe, Africa, Asia and Latin America. The main training programs include: Certified KPI Professional, KPI Essentials and KPI Masterclass, Certified Performance Management Professional and Performance Management for Public Sector.

She has accumulated a high level of experience in guiding professionals and practitioners in their journey of Implementing Performance Management Systems based on KPIs. Some of the projects: Organizational Architecture Review, Performance Management System Implementation at Organizational, Division and Individual Level.
She has conducted conference workshops and presentations on the following topics: Key Tools for Strategic Planning, Key Performance Indicators (KPIs): Measurement, learning, optimization, Performance measurement: From strategy to Key Performance Indicators (KPIs), KPI Selection Techniques, Challenges in Designing Performance Management Systems. Some of the most significant conferences she has attended are the following: Strategy Leaders Forum in Dubai, United Arab Emirates dedicated to Strategy Execution and the Balanced Scorecard; HR Directors Business Summit in Birmingham, United Kingdom.

Raluca has delivered webinars on several performance management topics, such as: KPI Implementation Project Plan, KPI Selection techniques, KPI Documentation, Best practices in working with KPIs, Team management, Succession management.

Besides her academic and professional development, her involvement in designing educational programs is what recommends her the most. She is involved in the design and development of face-to-face and online learning solutions, related to competency development in the area of Performance Measurement and Management.
Raluca is an auditor for Global Performance Audit Unit (GPA Unit), the strategy and performance audit division of The KPI Institute, supporting organizations to establish their PMS maturity level.

Facilitator

Eng. Ahmed Alzahrani

Talent Acquisition Director and a Founder of
Lessons Learned Consulting Management

Overview

Ahmed Alzahrani is Talent Acquisition Director and a Founder of Lessons Learned Consulting Management.

He has delivered training courses, workshops, conference presentations, business simulations and webinars related to HR and KPIs in organizational context and improvement to HR professionals. He has trained over 4,200 participants in Saudi Arabia and some countries in GCC. The main training programs include: HR Specialist, Talent Acquisition, KPIs of HR Department, Employee Performance Management, Constructing HR Manual and other special courses in HR field.

He has accumulated a high level of experience in guiding HR professionals and practitioners in their journey of implementing HR strategy in the organizational context and establishing performance management by setting objectives and KPIs to measure the achievements toward the desired objectives.

He has conducted training courses, workshops and seminars on the following topics: KPIs of HR Department, Cascading KPIs from corporate level to individual level, Employee Performance Management, Constructing and Implementing HR Manual, HR Specialist and Talent Acquisition. Some of the most significant conferences he has attended are the following: Leadership Development Program with MOHRSD, Saudi Arabia dedicated to characteristics of leaders and how leaders communicate strategy through Balanced Scorecard and cascade it to individual level.

Ahmed has delivered webinars on several HR and performance management topics, such as: Introduction of KPIs, Employee Performance Management, KPIs of HR Department, Employment Branding, Managing Career Paths and succession planning.

Besides his academic and professional development, he is handling management consulting activities to individual and organizational content through Lessons Learned Consulting Management office founded by him.

Ahmed is a mentor in HR field enabling HR future leaders so that delivering positive change to HR community.

Education

Ahmed has an Executive Master's degree, in Business Administration. He has bachelor in an Industrial Engineering from KFUPM and a diploma as HR Practitioner from CIPD. In addition, Ahmed is PMP, KPI Practitioner and has a multiple of certifications in HR field.

Facilitator

Malek Mohammed Ghazo

Management Consultant, The KPI Institute

Eng. Malek Ghazo is a senior Consultant in institutional excellence, strategy management, quality management, process automation, benchmarks, and performance management.

A trainer in the areas of excellence, performance management, balanced score cards, strategy planning, presentation and visualization of data, in addition to being an executive consultant for governmental and semi-governmental agencies in Europe, the Middle East and Gulf countries.

Eng. Malek is certified in many professional certificates like: PMP®, PMI-ACP®, CBAP®, CAMS®, LSSGB®
Eng. Malek has more than 12 years of experience in several sectors. His professional experience is focused in the fields of consultation, advisory and training in standards of excellence, the radar evaluation mechanism, key performance indicators, balanced scorecards, benchmarking, and his assessment of the organizational excellence is based on the European Foundation for Quality Management Model and on the fourth generation Excellence Model.

Eng. Malek is an expert in performance management strategies, structures and implementation as he has led many projects towards fulfilling the needs and expectations of many organizations in the public and private sectors.

Course Fees

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 15 - 19 November	18:00-22:00 GST	09:00-13:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250
	> 06 - 10 December	09:00-13:00 GST	13:00-17:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
	> 12 - 16 December	09:00-13:00 GST	13:00-17:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
	> 13 - 17 December	18:00-22:00 GST	09:00-13:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250
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	> 28 - 02 December	18:00-22:00 GST	09:00-13:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250
	> 12 - 16 December	09:00-13:00 GST	13:00-17:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
	> 19 - 23 December	18:00-22:00 GST	09:00-13:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250

Join as a Group

Customized Live Online Group Training Programs

The KPI Institute offers Customized Live Online Group Training Programs that provide a perfect blend of research, best-practice and best-in-class instructional design.

Leveraging on our extensive research work, our highly skilled faculty, our expertise in providing customized learning solutions, and our next-generation online technology, our Group learning programs are unique, readily-available learning experiences that deliver results for both your employees and your organization.

This fully customized training solution supports organizations of all sizes, to provide their employees with development opportunities in an efficient, impactful, and cost-effective way.

Benefits of customized live online sessions

▶ **Flexibility and convenience**
Participants can learn from anywhere and the course can be scheduled in consecutive days throughout one week or selected days over 2 or more weeks. Participants can access learning materials from anywhere, anytime.

▶ **Customized course content**
Course content, case studies, and exercises will be customized based on the group's industry or selected functional areas, as well as by assessing current needs and competency development requirements.

▶ **Business continuity**
You can continue your work, with daily sessions, scheduled for a maximum of 4 hours, to ensure both information assimilation and work-related task completion efficiency.

▶ **Virtual collaborative learning**
Facilitated inter-company learning is enabled, leading to Virtual Teams Cooperation and Communication, with the help of specialized E-Learning technology.

▶ **Cost effectiveness**
You will save approximately 40% of your investment when compared to traditional face-to-face in-house solutions, due to the logistical burdens being removed from both customer and contractor.

Customized Live Online Group Courses	Online Live Format	Content details
Certification	5 Days - 4h/Day	Fully customized certification course
Masterclass	3 Days - 4h/Day	75% of the certification course content, selected based on group requirements
Essentials	2 Days - 4h/Day	50% of the certification course content, selected based on group requirements
Awareness Session	4 h	1 or 2 selected sessions from the certification content, depending on the length

Group sizes range from a minimum of 10, to a maximum of 25 participants.

Should you be interested in scheduling a live online Group training course, email us at office@kpiinstitute.org or contact one of the region representatives.

Online Coaching (up to 4h)

▶ One of our consultants and facilitators will be dedicated to help customers individually achieve their business objectives, evaluate current system or tools, and provide feedback on how to improve current strategy, performance measurement, and management practices.

▶ Our dedicated coaches are industry, capability, and functional area experts, who will guide the participants.

▶ They will work closely with the attendees and help them address their individual areas of improvement.

▶ We can assist in providing coaching on all the topics that we cover through our certification programs detailed in this brochure.

*Live coaching will be provided via conference call. The session scheduling will be established either via email/conference call, for all delegates, or individually between each participant and the facilitator.
**Hours to be accessed when required by scheduling as per customer preference and facilitator availability.

Get in touch with us for a customized quotation

Registration

✎ 3 ways to register

Online
marketplace.kpiinstitute.org

Direct contact
Call us and we will assist you with the registration process

Adrian Brudan
General Manager TKI EMEA
E: adrian.brudan@kpiinstitute.com
Whatsapp/Tel: +40 721 233 084

Registration form
Email us with your registration details

🖽 Payment

Credit card
Pay by credit card using the online facility.

Bank transfer

1. Send an email containing your contact details and registration request;
2. An email confirmation containing the tax invoice and bank account details will be sent to you;
3. Proceed with the attendance fee payment by bank transfer;
4. Send through email the proof of the payment transaction completion;
5. A tax receipt together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

Kindly ensure that your payments reflect the Total Amount of the invoice that will be presented to you. It is your responsibility to cover all bank fees due to Telegraphic / Wire transfer.

Registration form

By filling your contact data, you agree to receive further information about our events. Your privacy is very important to us. We will not sell, rent or share your personal information under any circumstances.

Participant details:

Mr. ☐   Mrs. ☐

First name .... Last name ....

Job title ....

Email .... Phone ....

Organization ....

Department .... Date of training course ....

Training course ....

City .... Country ....

Registration cancellation procedure

Any withdrawals have to be announced at least two weeks before the beginning of the course, through fax or e-mail. In this situation, the attendance fee will be refunded, minus $400 retained for administrative expenditure. The attendance fee will not be refunded if the withdrawal from the course takes place less than 2 weeks before its start date. If you are unable to attend the course after the registration process has been completed, you may delegate another person to attend the course in your place, without paying any further fees. If you have confirmed and paid the attendance fee, but you didn't attend the course, the fee will not be refunded. If you only partially attend the course (one day or a limited number of sessions), you will not benefit from any attendance fee reduction or refund.

Terms of Agreement

If there are no other standing agreements, this form represents a valid contract between the parties.

I agree to the above terms and conditions.

Signed .... Date ....

Company stamp ....

The Customer acknowledges and agrees that all materials provided by The KPI Institute, including but not limited to the live presentations, any audio-visual presentations, and the handout materials distributed pre, during and after the training course, shall at all times remain the sole and exclusive property of The KPI Institute. They cannot be made public, and can only used for the purpose of the individual course participant's benefit. In no event shall the Customer use the live presentations, any audio-visual presentations, and/or the handout materials for any other purpose, including but not limited to the offering of any course, training or seminar that in any manner competes with the course or any portion thereof. This provision shall survive the termination or expiration of this Agreement.

Performance
Strategy   **Transformation**
Innovation   **Systems**   **People**
Sustainability   **Productivity**   **Capability**

THE KPI INSTITUTE

Measurement   **Benchmarking**   **Analytics**
Audit   **Evaluation**   **Appraisal**
Excellence   **Competence**
Happiness

EUROPEAN DIVISION

SIBIU OFFICE

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MIDDLE EAST DIVISION

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