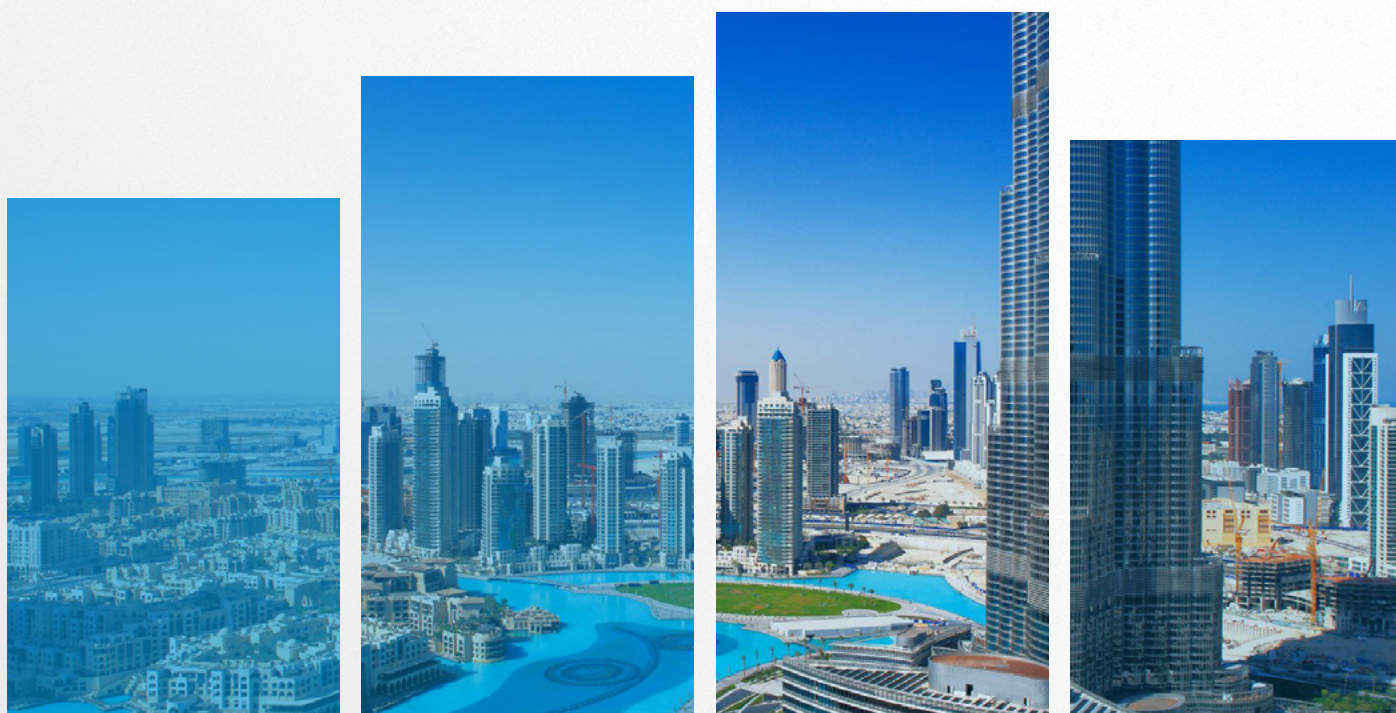




STRATEGY AND PERFORMANCE EXCELLENCE CONFERENCE

21-23 November 2017 · DUBAI

We empower you to achieve performance excellence!



INTERNATIONAL AND REGIONAL THOUGHT LEADERS SHARING
BEST PRACTICES AT THE CONFERENCE



HEMANG DAVE
Chief Innovation Officer,
Global Technology Services,
IBM, USA



AUREL BRUDAN
Chief Executive Officer,
The KPI Institute,
Australia



ADEL MREER
Corporate Performance
Director
Saudi Telecom Company,
KSA



**DR. SANGEETH
IBRAHIM**
Vice President.
Sharjah Islamic Bank,
UAE



OVERVIEW



The **Strategy and Performance Excellence Conference** represents an insightful three-day event designed for leaders and strategy professionals interested in developing an optimal organizational strategy and directing the necessary steps of achieving excellence in today's challenging, uncertain business environment. This is the **2nd conference in the region**, ranging from a series of international events organised.

On the first two days, industry leaders will present case studies, tools and best practices on critical aspects related to how organizations can improve their systems, people and results. The KPI Institute is going to dedicate the last day of the conference to a series of workshops on strategy planning techniques, business simulations, advanced strategy execution techniques.

Our aim is to engage participants in hands-on exercises and expository case studies designed to offer a more comprehensive learning experience and allow participants to fully grasp the theoretical aspects of strategy translation, monitoring & controlling. The conference focuses on approaching strategy in a multilateral perspective, starting with the insights, solutions and best practices of developing and implementing strategies, extending to the most advanced techniques of formulation and execution and empowering professionals to choose a long-term direction.

Come onboard to find the answers you need to build high performance organisations!



KEY BENEFITS



DRIVE long-term business strategy across every organizational department;
UNDERSTAND strategy planning and execution;
BUILD the right strategic plan and learn how to monitor and manage risk;
ADAPT to a changing business environment and acquire competitive advantage;
IMPROVE strategy translation, monitoring and control within organizations.

WHY YOU CANNOT MISS THIS EVENT?

20+

Speakers, Panelists
and Trainers

20

Insightful
Presentations

3

Hands-on
Workshops

MAXIMIZE YOUR EXPERIENCE



Leverage innovation and how to build
an agile strategy



Overcome challenges in building a
performance culture across organization



Benchmark with regional leaders and learn
best practices on strategy and performance



New insights on using technology and
tools to increase performance

WHO SHOULD ATTEND?

THIS CONFERENCE IS DESIGNED FOR:

Chief Officers

Directors

VPs, SVPs, AVPs

Heads

Managers

Senior Officers

Advisors & Analysts

FROM THE FOLLOWING FUNCTIONAL AREAS:

Strategy & Corporate Planning

Performance

Human Resources

Transformation

Human Resources

Quality

Innovation

Project Management Office

SPEAKERS



Abdulaziz Aldharrab

Head of Strategy
ARASCO, Saudi Arabia

Abdulaziz Aldharrab has 9 years of experience in implementing Change Management and Performance review through strategic management systems across a variety of industries including Aviation, Agriculture, Laboratory, Food, Logistics, and Manufacturing. Abdulaziz lead ARASCO attainment of Strategy Execution Hall of Fame Award – ARASCO is the first company in the Kingdom of Saudi Arabia to achieve this award.

Topic: Strategic Management in the Era of Big Data Analytics – Case Study ARASCO



Aurel Brudan

Chief Executive Office
The KPI Institute, Australia

Aurel Brudan is an expert in Performance Management, Measurement and the implementation / use of Balanced Scorecard based performance management systems. Aurel has 15+ years of international work experience in Europe, North America and Australia, specializing in organizational performance management in industries such as financial services, real estate, operations, services, as well as the federal, state government and non-profit sectors.

Panel: State of National Vision achievement in GCC - Vision 2030 KSA, Dubai Plan 2021, Bahrain Vision 2030, UAE Vision 2021



Hassan Al-Asaad

Strategist & Business Developer
GCC Interconnection Authority, KSA

Hassan Al-Asaad has a bachelor degree from the University of Manitoba in Canada, and a Masters of Business Administration from Sheffield Hallam University in United Kingdom. Previously, he worked as a business consultant for Arthur Andersen & Co. in the GCC region where he engaged in providing a range of consultancy services from organization re-structuring to IT systems implementation. Currently he is working for GCC Interconnection Authority holding the position of strategist & business developer.

Topic: Implementing Strategy & Creating a Corporate Culture Case study: GCC Interconnection Authority



Adel Mreer

Corporate Performance Director
Saudi Telecom Company, KSA

Adel Mreer holds a Master's Degree in Business Information Technology, having a high level of expertise regarding the areas of Strategy development and execution, performance management and process re-engineering. His experience covers both the private and government sector, as he has worked in numerous industries, such as Telecommunications, Petrochemical, Banking, Healthcare. His current position is that of Corporate Performance Director at the Saudi Telecom Company.

Topic: Performance Review Meeting Performance – the Saudi Telecom Company case study



Dr. Eng. Ali Mohamed Al Khouri

General Director
Emirates Identity Authority, UAE

Dr. Engineer Ali Mohammed Al-Khouri is the Director General of the Emirates Identity Authority (Emirates ID) since 2009. As a Director General, Dr. Al-Khouri plays a vital role in leading the Emirates ID team towards achieving the Authority's strategic goals in:

- the development and implementation of modern national identity management infrastructure for the government of the United Arab Emirates (UAE).
- the development and implementation of an infrastructure to integrate with key government agencies to promote joined-up government, and support decision making with respect to population demographics.



Hemang Dave

Chief Innovation Officer - Global Technology Services
IBM, USA

Hemang joined IBM as a professional hire in June 2000. Prior to joining IBM, Hemang worked as a consultant to IBM and various other private and public sector organizations. In the last 7 years, Hemang has held several leadership positions at various Outsourcing accounts ranging from lead architect to manager of architects in enablement of leading-edge technologies. Hemang is tasked to drive pro-active innovation to GTS NA clients. Since 2014, he worked with over 100 GTS clients in enablement of Innovation for and with the client.

Topic: Why Innovation Matters?



Hazem Adawie

Senior Manager of Corporate Performance Management
DEWA, UAE

Hazem Adawie, Senior Manager of Corporate Performance Management at DEWA, is driven by an entrepreneurial spirit and strive for perfection, which has led him to successfully build a recognized track record of achievement in multiple disciplines, driving change, improvement and value. His primary focus is strategic planning and execution, with a specialty in designing and managing corporate performance and alignment frameworks, leveraging his proven experience in project management, Finance, IT and HR management.



Khaled Al Hashmi

Senior Director of Space Missions, Science and Technology
UAE Space Agency

Currently, Khaled Al Hashmi is working as Director of Space Missions, Science and Technology at the UAE Space Agency. Previously, he has successfully led several transformational change initiatives and supported the establishment of two new government entities. Spearheaded development and organizational projects, governing the alignment of mandates with policies, people, processes & systems. He has held roles in senior management positions that demanded critical business transformation, such as Chief Operating Officer, Executive Director, and Director of Space, Aerospace, Oil & Gas industries, government administration and state-owned enterprises.



Mark Ranford

Managing Director
12 Signals, Singapore

Mark is the Managing Director of 12 Signals, a boutique strategy consultancy which aims to help clients create success in the face of rapid technological change. 12 Signals provides workshops, training and consultancy to develop strategy and corporate innovation and provides deep expertise in 3 key disruptive trends facing businesses: Artificial Intelligence (AI); Blockchains and Gamification. Mark is highly sought after as a speaker with a passion for Strategic Agility and Corporate Innovation as well as for his insights in the disruptive trends of AI and Blockchains where he is an investor and advisor to startups.

Topic: Strategic Agility and Corporate Innovation



Mihai Toma

Head of Professional Services MENA
The KPI Institute, Dubai

Mihai Toma has gained a solid background in implementing performance management systems while facilitating The KPI Institute's system establishment. In the last years, Mihai has advised and worked with a variety of international clients from industries such as petrochemicals, utilities, healthcare, construction materials production, pension funds, food production and professional services. As a facilitator, Mihai has developed and delivered training courses on KPIs, performance improvement and managing individual performance.

Workshop B: Key Techniques for Successfully Implementing a Balanced Scorecard



Muhammed Ali Al-Melhem

HR and Administrative Director
Innovative Foods Co., KSA

Muhammed Ali-Melhem has been a manager in the Human Capital, Business Development, HR & Administration field for more than 19 years. Currently, he is the HR & Administrative Director of Innovative Foods Co. Mr. Al-Melhem has a strong academic background in HR, Business, and IT, his key areas of specialization being Organizational Restructuring, Strategic Planning, ERP Systems Implementation and Human Capital Development, among others.



Nisha Varghese

HR Consultant
Sidra Medical and Research Center, UAE

Nisha Varghese is responsible for collaborating with Chiefs of Service and Executive Directors to attract key talent and realise Sidra's vision and values. She liaises closely with teams spanning Workforce planning, Compensation and Benefits; providing talent acquisition support to hiring managers across multiple verticals including Human Resources, Learning and Development and Medical Services.



Raja Segaran

Head of Consulting, Projects & Strategy
Malaysia Digital Economy Corporation

Raja is currently the Head of Consulting & Projects Department in the Malaysia Digital Economy Corporation (MDeC), an agency tasked by the Government to develop the digital economy via its various initiatives in relation to industry development, digital transformation and creation of the enabling environment. He is involved in the development of macro-strategies for the country's digital economy as well as facilitating the alignment with enterprise-wide tactical strategies with internal and external stakeholders for execution.

Topic: Future trends - future of work and performance



Sacha Dudler

General Manager
Saudi Telecom Company, UAE

Sacha Dudler is the General Manager for the Saudi Telecom Company, the leading national provider of telecommunication services in the Kingdom of Saudi Arabia. The company, incorporated in 1998, following the Council of Ministers' Decree No. 213 dated 23/12/1418 H, has adopted a challenging program aiming to transform its business from a government system to the recognized commercial business standards. The company has developed clear strategies focusing on internal re-organization, re-skilling and development of its staff, enhancement of its internal processes and studying its customers' needs.



Dr. Sangeeth Ibrahim

Vice President, Head of Learning, Development & Business Excellence
Sharjah Islamic Bank, UAE

Dr. Sangeeth Ibrahim is the Vice President, Head of Learning, Development & Business Excellence at the Sharjah Islamic Bank. His professional goals are to establish the SIB as the premiere bank in the region, by designing and delivering Learning and Career Development interventions to meet the bank's strategic goals, supporting HR in designing and delivering Engagement and Retention interventions, leading the SIB academy and its CSR activities including the prestigious V2R series of conferences, as well as leading Business Excellence projects of the bank including submissions for awards like the Dubai Quality Award, Sheikh Khalifa Excellence award. Under his leadership, the bank has won the DQA, MRM, SKEA and SEEA awards.



Dr. Sarinder Kumari

Executive Vice President & Partner
PEMANDU Associates, Malaysia

Dr Sarinder Kumari currently manages business strategy and project management in the company to ensure cohesive offerings to clients. She is also a Subject Matter Expert for Tourism having experience in overseeing the implementation of Tourism-related projects and initiatives under Malaysia's National Transformation Programme (NTP). Under the NTP, she also successfully developed a performance assessment and management system used by the Prime Minister for his bi-annual review of all the Ministers.

Topic: Agile Strategy Management - from Planning to Execution



Steve Thompson

Senior Performance Excellence Leader
Mallinckrodt Pharmaceuticals. UK

Dr. Steve Thompson has over 23 years experience in Continuous Improvement, Operations and Project management. A mechanical engineer by education, Steve has relentlessly sought to understand how to improve results by operating in a better way while bringing people along. The journey has involved working in different industries, Automotive, FMCG and Healthcare, and challenging himself through education culminating in the attainment of a Doctorate in Business Administration.

Topic: Project Management as enabler of strategy execution



Teodora Gorski

Managing Director MENA
The KPI Institute, Dubai

Teodora Gorski is the Managing Director MENA at The KPI Institute, as well as a Project Management Expert with extensive experience in Research, Organisational Development and Human Resources. Some of Teodora's most significant projects include the design and implementation of various corporate expansion projects, business development strategies for the Middle East, alignment of organisational Job Descriptions, evaluation and competence based recruitment.

Workshop A: KPI Essentials – Selection and Target Setting

AGENDA

DAY 1

Sunday, November 21, 2017

 **8:00 Registration & coffee**


 **8:45 Welcome Address by Chairperson**

 **9:15 Strategic Management in the Era of Big Data Analytics – Case Study ARASCO**

- How to develop a strategy that links data and analysis to improved performance - ARASCO case study
- How big data help in executing our strategies?
- How big data help in predicting and optimizing business outcomes?




Abdulaziz A. Aldharab
Head of Strategy, ARASCO, KSA

 **9:45 Agile Strategy Management - from planning to execution**

- Developing the right strategies is a crucial step. Strategies must be clearly spelt out and aligned with definitive targets and objectives.
- Detailed implementation plans are important to ensure objectives and deliverables of strategies
- Accountability with a clear governance structure coupled with discipline of action are key to successful strategy management.




Dr. Sarinder Kumari
Executive Vice President & Partner, PEMANDU Associates, Malaysia


 **10:15 Strategic Agility and Corporate Innovation**

- Disruption: risks and opportunities;
- Strategic Agility: the future of strategy;
- Corporate Innovation: aiming for real innovation inside the organization.



Mark Ranford
Managing Director, 12 Signals, Singapore

 **10:45 Coffee Break**
Morning refreshments and networking session

 **11:15 Performance Review Meeting Performance – Saudi Telecom Company case study**

- Performance Review Meeting Preparation;
- How should organization conduct performance review meeting;
- How the Saudi Telecom Company is doing its performance Review.



Adel Mreer
Corporate Performance Director, Saudi Telecom Company, KSA

 **11:45 Balanced Scorecard vs OKRs for strategy execution**

- When to use BSC and when to use OKRs;
- Aligning strategy and employees using Objectives and Key Results methodology;
- Tips and challenges in using BSC framework.

 **12:30 Lunch Break**

Lunch & networking

 **14:00 Round table discussions**

Role of talent in strategy implementation: competencies and engagement

 **14:30 Nurturing a performance culture through Strategy Communication - case study**

- Utilize Visual Tools for initiating stakeholders buy-in and strategy communication;
- Implement creative tactics for strategy embedding;
- How to implement a strategy reporting communication plan.

 **15:00 Project Management as enabler of strategy execution**

- PMO tools to align execution with strategy;
- Best practices in using PM tactics to faster achieve your objectives and goals;
- How to align objectives, resources and execution, when projects are off-track.



Steve Thompson

Senior Performance Excellence Leader, Mallinckrodt Pharmaceuticals, UK

 **15:30 Coffee Break**

Afternoon refreshments and networking session

 **16:00 Why Innovation Matters**

- Why Innovation is Critical;
- How large enterprises can drive pro-active and sustainable innovation;
- How IBM helps clients drive innovation.



Hemang Dave

Chief Innovation Officer - Global Technology Services, IBM, USA


 **16:30 Performance through analytics and big data insights**


- Practical benefits of effectively measuring and managing KPIs using technology;
- Identify the key stakeholders within organisations in data management;
- Using analytics to gain competitive intelligence on future trends.


DAY 2

Monday, November 22, 2017


8:45 **Welcome Address by Chairperson**

-  9:00 **Nurturing organizational capability development - serving internal customers better**
- › Do your performance, management and talent processes support the strategic direction?
 - › Using strategic value analysis to build up organizational capabilities;
 - › Aligning culture, leadership, structure, processes and capabilities to nurture growth.

-  9:45 **Agile Employee Performance Appraisals**
- › Help your employees grow by giving constant relevant feedback;
 - › Nurture your talent processes to increase engagement and employee performance;
 - › Transform your emphasis on development and forward looking performance.

-  10:15 **Performance rewards systems: bonuses and nonfinancial rewards**
- › Bad behaviors in connecting rewards and performance;
 - › Get employees involved and tie rewards to organisational goals;
 - › Case study of designing a reward program.


10:45 **Coffee Break** Morning refreshments and networking session

-  11:15 **Implementing Strategy & Creating a Corporate Culture - GCC Interconnection Authority case study**
- › The importance of a BSC and cascading strategy.
 - › How the creation and implementation of the strategy caused a positive on GCCIA corporate culture
 - › Steps taken by GCCIA on formulating, translating and implanting its long-term strategy, which includes cascading the strategy to the functional level”



Hassan Al-Asaad

Strategist & Business Developer, GCC Interconnection Authority, KSA

-  11:45 **Aligning strategy to performance across business units and departments**
- › Implement and track your strategy to ensure that it is working;
 - › Tips for cascading strategy across business units and departments and monitor implementation;
 - › Drive the skill and capability requirements and ensure its alignment to the core values of the organisation.

12:30 **Lunch Break** Lunch & networking

14:00 **Panel discussion**

State of National Vision achievement in GCC

- Vision 2030 KSA, Dubai Plan 2021, Bahrain Vision 2030, UAE Vision 2021

Moderator:



Aurel Brudan

Chief Executive Officer - The KPI Institute, Australia

14:30 **Organisational Excellence in practice - Case Study from Excellence Award Winner**

- Focusing on your customers and engaging them;
- Developing processes that can optimize resources and deliver better products and services to satisfy your stakeholders;
- Best practices for improved Leadership practices and systems to drive change.

15:00 **Benchmarking for success**

- Plan your benchmarking and collect relevant data for analysis;
- Identify gaps, efficiency opportunities and areas for improvement;
- Develop an action plan to adapt and implement successful practices.

15:30 **Coffee Break**

Afternoon refreshments and networking session

16:00 **Organisational Sustainability reporting**

- Global trends and challenges to sustainable development – how it affects your organisation?
- Coordinate your capabilities to implement a strategy for sustainable development;
- Reporting and the transition to a sustainable organisation.

16:30 **Future trends - future of work and performance**

- New technology trends are disrupting businesses and government and how we work and live, creating a robust global digital economy
- Future jobs will be different with the new generation of citizens and technologies pushing the talent boundaries
- The future of performance management in the digital economy”



Raja Segaran

Head of Consulting & Projects, Corporate Strategy, Malaysia Digital Economy Corporation

EXCELLENCE AWARDS GALA

Supporting and celebrating performance excellence worldwide



**Receive industry-wide
recognition**



**Help your business stand out
from competitors**



**Highlight your dedication to
excellence**

The KPI Institute recognizes professionals that have excelled in driving business value through several award categories.

WORKSHOP A KPI ESSENTIALS – SELECTION AND TARGET SETTING

Selection is considered by practitioners all around the world to be one of the most challenging aspects in working with Key Performance Indicators (KPIs). Even the success of popular performance management systems such as the Balanced Scorecard relies on using relevant KPIs that actually mean something to the business and are presented in a readily intelligible form. 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 to be centralized in performance reports.

09:00 **The world of KPIs**

- Challenges in working with KPIs and value added by KPIs.
- Performance Management System Architecture.
- Exercise: Understanding performance management tools.
- Case study: Performance Management tool in practice.

10:30 **Morning Refreshments**

10:45 **Understanding KPIs**

- Terminology standards and Smart objectives decomposed.
- KPI Typology.
- Exercise: Identify Leading VS Lagging and Quality VS Quantity KPI.
- Case study: KPI usage scenarios.

12:15 **Networking luncheon**

13:45 **KPI selection**

- KPI selection techniques and criteria.
- Exercise: Value Flow Analysis and KPI Balancing.
- Case study: KPI selection for organizational Scorecard.

15:15 **Afternoon Refreshments**

15:30 **KPI target setting**

- Role of targets.
- Target setting approaches – Benchmarking.
- Case study: KPI target setting in practice.
- Exercise: KPI target setting by KPI type.



Teodora Gorski

Director of Business Development MENA
The KPI Institute, UAE

BENEFITS

- **Gain** a sharp understanding of the KPI management challenges and how to address them;
- **Practice** the development of a sound framework to ensure KPIs are aligned to strategy;
- **Differentiate** between objectives, KPIs and initiatives and understand different KPI typologies;
- **Adopt** a rigorous business approach by getting updated with the latest trends in working with KPIs;
- **Improve** your performance measurement efficiency by practicing a variety of techniques to ensure the best KPI selection process;
- **Get clarity** into how to set useful targets for your business and how to use benchmarking in target setting.



“It was a good platform that allowed me to network with professionals, share expectations and knowledge. I was able to have a clear overview about what will happen at all times and also the provided materials were very useful.”

**Business Excellence Manager,
Dubai Healthcare City**

WORKSHOP B

KEY TECHNIQUES FOR SUCCESSFULLY IMPLEMENTING A BALANCED SCORECARD (BSC)

The Balanced Scorecard was developed as a tool for measuring the performance of an organization, in a balanced manner. It was based on understanding the interdependencies between the four key perspectives of every business: Financial, Customer, Internal Processes and People, Learning & Growth. In time, as the BSC continuously improved and refined, an entire Performance Management System was created around it, in order to maximize its benefits.



Mihai Toma
Management Consultant
The KPI Institute, UAE

BENEFITS

- › **Get access** to a deeper understanding of the value added and functionality of the Balanced Scorecard Management System;
- › **Develop** and implement a BSC Management Architecture in a standardized manner;
- › **Maximize** the value of your KPIs with the use of the Balanced Scorecard;
- › **Align** your strategic direction to specific and relevant objectives.



"I found the workshop topics very beneficial and informative in terms of standardizing terminologies, definition and documentations related to balanced scorecard. Since we have limited performance measures in our organization, this workshop was a very good start to initiate a program for implementing successfully a balanced scorecard. I highly recommend it for startup initiatives and for those who want to brush up their system."

**Manager Human Resources Planning,
Bahrain Islamic Bank**

- 🎤 **09:00 BSC in a Performance Management Context**
 - › What is Performance Management?
 - › The Role of the BSC in a Strategic Performance Management Context;
 - › The Evolution of the Balanced Scorecard.

☕ **10:30 Morning Refreshments**

- 🎤 **10:45 Architecture of a BSC Management System**
 - › Desired State of Evolution (DSOE) – linking values, mission, value drivers and vision;
 - › Strategy Map – objectives as a performance road map;
 - › Performance Scorecard – alignment across all sector of the organization;
 - › Portfolio of Initiatives – translating priorities into action.

🍴 **12:15 Networking luncheon**

- 🎤 **13:45 Translating the strategy – Setting objectives and KPIs**
 - › SMART objectives decomposed;
 - › KPI selection techniques;
 - › Developing the Performance Scorecard – defining the most relevant KPIs.

☕ **15:15 Afternoon Refreshments**

- 🎤 **15:30 Implementing and using a BSC Management System**
 - › Balanced Scorecard implementation process;
 - › Stages of the implementation process;
 - › Generating value with the Balanced Scorecard;
 - › Performance reporting with the Balanced Scorecard.

SPONSORSHIP OPPORTUNITIES



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Name: Industry:
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ATTENDEE DETAILS

Name, phone, email, job title:

APPROVAL

NB: Signatory must be authorised on behalf of contracting organisation.

Name:
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Job title: _____
Authorising Signature

REGISTRATION FEES

	Full Conference	Two Days	One Day	Workshop
Full Price	US\$ 2,650	US\$ 1,950	US\$ 950	US\$ 950
TKI Member	US\$ 2,450	US\$ 1,850	US\$ 850	US\$ 850
Early bird	US\$ 2,100	US\$ 1,550	US\$ 750	US\$ 750
Group discounts: 15% off for of 2-5 registered participants, 20% off for more than 6 registered participants				

All above rates are subject to 6% of government tax. Contact us for more group discounts and sponsorship packages!

Workshop Option: Workshop A Workshop B

***Venue:** Strategy and Performance Excellence Conference will take place at one of the 5* hotels in Dubai. In the heart of thriving Dubai, we'll be within walking distance of any event. In your free time, you'll find an array of museums, shopping centers, art galleries, exquisite landmarks and entertainment.

THE KPI INSTITUTE

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REGISTER NOW!

TERMS & CONDITIONS

1. Upon receipt of the complete registration form, invoice will be issued. The KPI Institute requests that all payments be made within 14 working days of the invoice being issued. Only delegates that have made full payment will be admitted to the event. Clients are responsible for their own banking fees and banking fees will not be absorbed into the booking price.
2. Substitution and cancellation policy: If you are unable to attend, a substitute delegate is welcomed at no extra charge. Please provide the name and the title of the substitute delegate at least 5 working days prior to the Event. Non-payment does not constitute cancellation. The KPI Institute does not provide refunds for cancellations. When any cancellations are notified in writing to the KPI Institute 5 working days prior to the event, a credit voucher will be issued for use in future The KPI Institute events and courses.
3. The organiser reserves the right to make any amendments and/or changes to the programme, venue, speaker replacements and/or topics if warranted by circumstances beyond its control.
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