



**Conference 8 - 9 April 2014**



## Attend & be part of it!

- 15+ Industry expert presentations and practical case studies
- Network with 100+ strategic planning professionals
- Share insight and participate in interactive workshops with industry leaders
- Take advantage of over 20 hours of networking opportunities
- Enjoy access to on-line presentations on-demand post the conference



## About Africa

**Sieze the opportunity to expand in Africa.**

**Africa is home to 6 of the top.**



**10 fastest growing countries in the world. Africa is the second largest and second most populous continent. At about 30.2 million square kilometers including adjacent islands, it covers six percent of the earth's total surface area and 20.4 percent of the total land area. With 1.0 billion people (as of 2009), it accounts for about 15% of the world human population.**

**Plan your market entry the right way- attend this conference to learn your product's potential in a given market, the best prospects for success, and the market's business practices; the potential partnerships in the market and the resources available.**



The Strategic Thinking Institute of South Africa invites you to participate at the Africa Strategy Directors (ASD) Conference scheduled to take place from the 8th to the 9th of April 2014 in Johannesburg. The ASD conference is the pre-eminent gathering of strategists to share ideas, network, analyze, gain strategic insights and map action plans on how to tackle the economic benefits and opportunities presented in various economic sectors in Africa.

Africa is a rising continent with its one billion consumers presenting businesses with yet another growth story the equivalent of that seen in India over the last decade. The global economic challenges weighing heavily on the developed world make Africa attractive to investors looking to diversify risk. That said, this is a continent that still has a lot to achieve in socio-economic development; the perceived business opportunities must still be carefully considered and quantified.

Strategy directors, chief strategy officers, and strategy vice presidents as commonly known, are the thought-leaders in both the public and private sector responsible for designing the Africa agenda for their organisations. For the first time ever, this conference will provide the platform for these individuals to co-think, share and learn while they acquire new market perspectives and approaches to the continent. The conference is vital to widening perspectives on the continent and unlocking instant opportunities for forward thinking organizations.

The conference will explore strategy insights and opportunities in:

1. Media and telecommunications
2. Infrastructure development and maintenance
3. Petroleum and energy
4. FMCG manufacturing and automotive sectors
5. Technology and human resources transfer programs
6. Financial services covering banking and insurance

Attend this conference and

- Benefit from more than 15 industry expert presentations and practical case studies;
- Network with 100+ strategic planning professionals;
- Share insights and participate in Interactive workshops with industry leaders;
- Take advantage of over 20 hours of networking opportunities;
- Enjoy access to on-line presentations on-demand post the conference

Extend the opportunity to your broader strategic planning teams and multiply the pay-off from this conference.

Kind Regards



Lizwe Nkala;  
Founder & Chairman  
Strategic Thinking Institute SA

*"The best CEO's I know are teachers and at the core of what they teach is strategy" - Michael Porter*

Despite Africa's challenges, there are profitable growth opportunities for innovative companies willing to explore the very limits of this new growth frontier. Across several industries and sectors, chief executives are looking to bolster future earnings by grabbing strategic markets on the African continent in aggressive expansionary projects and investments. Multinationals searching for growth away from financially risky and mature global markets have turned to Africa to fulfill unmet needs and in the process made the fight for the continent's opportunity a cutthroat one. From human capital skills to products and services as well as sources and availability of investment capital, African corporations have to contend and compete with global giants for markets that are on their doorstep. Rapid advances in telecommunications and fast growing broadband services means that the first-mover advantage is harder to maintain as consumers become more aware, and competitors are quick to replicate any success formula

This event aims to bring together key strategists and to bring a forum for open discussions on investment opportunities in Africa, the current challenges, alternative entry strategies, export markets, technologies and strategic alternatives. It will address the strategic tools and techniques available to maximize economic gains and relationships in the following sectors; Agriculture, Energy, Finance, Business services, Health, Information & communications technology, Infrastructure development, Investment management, Consultancy, Manufacturing, Mining, Education, Tourism, Transportation, Export, wholesale and retail trade. This is your opportunity to obtain much needed insights into the Africa opportunity, and how industry and policy makers can effectively develop and implement growth strategies for business and to network while aligning themselves to be able to seize and effectively utilize the opportunities presented in Africa.

## The Challenge for Strategy Directors

The African continent is not renowned for easy availability of reliable business and consumer information. For many executive teams across just about every industry, this poses a major threat to the conventional strategic decision-making processes that are overly reliant on data and information analysis.

Cross-industry lessons in thinking strategically about the continent, its challenges and opportunities therefore becomes vital in order to master best practice in estimating the size, quality and attractiveness of this market. The big question to be answered is whether there is a compelling business case that can deliver satisfactory investment returns in the long run. For strategy directors, cross-industry Africa lessons would be vital to internal strategic thinking on the opportunities that the continent presents. Organizations inevitably look to strategy directors to instigate the right strategic dialogue to inspire new insights and foresight for mission critical investment decisions.

## Who you will meet at the conference.

Chief Executive Officers, Managing Directors, Directors, Chief operating officers, Strategy Consultants, Chief Strategy Officers, Top Management, decision makers, Analysts, Head of Departments, Economic planners, Economists, Chief Directors, Researchers, Deputy Directors, General managers, Senior managers.

## Target Market

Listed and non listed companies private sector companies doing business in Africa. Public sector development agencies, and state owned enterprises. Executives and managers from the following specific industries and sectors will add value and benefit from this event, retail and investment banking, life and short term insurance, investment and asset management, FMCG retail and manufacturing, infrastructure developers and construction, petroleum and energy, legal, hospitality and tourism, telecommunications, consulting, development and aid agencies and agricultural processing.

## The ASD Conference

Networking with a handful of fellow strategists may develop a limited picture of what is truly going on in this continent of vast resources with immense opportunity. However in today's fast-paced world where opportunities close as fast as they emerge, instant decision-impacting insights are critical for seizing opportunities as they emerge. The ASD Conference presents the best opportunity in 2014 and annually thereafter, for strategists to join the largest network of strategy and planning professionals from local and multinational corporations. Scarcity of market information on Africa means that strategy practitioners shall, for the foreseeable future, syndicate strategic market intelligence and collaboratively compete. The ASD Conference is the go-to community of practice that will stay at the forefront of technical and intellectual strategy know-how required by any organization looking to compete and win on the African continent

Bringing together the largest gathering of strategy professionals on the continent enables us as the Strategic Thinking Institute, to create that single point of contact for networking and knowledge sharing. Further, we can develop an extensive databank of documented knowledge and know-how that provides instant learning and a perennial source of available research through case studies that all member delegates can tap into and aid internal strategic decision-making

In the month of April from 2014 and beyond, the ASD Conference will connect organizations, strategy practitioners and decision makers in a profitable business network to share knowledge and learn.





**Mr. Ebrima Faal**  
Regional Director,  
Southern Africa.  
The African Development  
Bank Group



Mr. Faal, a Gambian national, is Regional Director of the Southern African Region at the African Development Bank, where he is responsible for the Bank's strategy and operations throughout the Region. Prior experience include as staff of the International Monetary Fund (IMF) in various capacities for seventeen years. With Extensive experience in emerging markets and the developing world, Mr. Faal's responsibilities have focused on promoting the Bank's role as a reliable partner in finding development solutions for countries in the Southern Africa Region through dialogue, financial knowledge and technical assistance services.



**Mr. Michael Lalor**  
Leader,  
Ernst & Young Africa  
Business Center



Michael is a partner in the Europe, Middle East, India and Africa (EMEIA) practice of Ernst & Young, and is responsible for the firm's Africa Business Center. He has a background in political science, economics, and literary studies, and uses this wide frame of reference to bring a fresh perspective to more conventional business thinking. Michael's areas of focus include strategy and business development. Using a combination of facilitation and qualitative analysis he has assisted clients across a range of sectors in projects ranging from business concept feasibility studies to developing processes for innovation to developing blue-sky growth strategies. Michael leads Ernst & Young's Africa Business Center. Responsibilities include the firm's thought leadership initiatives on Africa, such as the flagship Africa Attractiveness publication. He has also worked with a number of companies from various countries and across a range of sectors to assist them in developing, stress-testing and executing their Africa growth strategies.



**Mr. Henk Sa**  
Managing Director,  
EcoMetrix Africa



Henk Sa is the managing director of EcoMetrix Africa and is one of the most experienced people based in South Africa when it comes to the application of climate change mitigation and adaptation measures. In 2004 after working as a strategy consultant in the energy field at PricewaterhouseCoopers, Henk joined EcoSecurities and moved to Johannesburg in 2006 to establish an African climate change strategy and carbon credit development practice. During this time and afterwards, as one of the founders of EcoMetrix Africa, he developed numerous GHG strategies and CDM projects and methodologies including the Transalloys Energy Efficiency Project and the Highveld Steel Open Slag Bath methodology. Henk holds a B.Sc. degree in Electrical Engineering and obtained an M.Sc. degree in Business Economics from the University of Groningen in the Netherlands.



**Dr Oladiran Bello**  
Head,  
Governance of Africa's  
Resources Programme



Ola obtained both his MPhil and PhD degrees in International Relations from the University of Cambridge and also holds a First Class BSc degree from the Obafemi Awolowo University, Ile-Ife. Before joining SAIIA, he worked for several organisations including the United Nations (New York), FRIDE (Madrid), Management Systems International (Washington DC), Merchant International Group (London) and Arthur Andersen (later KPMG). His research interests include development, security, resources and governance in Africa and in EU-Africa relations. Dr Bello is a regular commentator in the print media and also appears on major news channels including Al Jazeera, TVE (Spain) and TV Intereconomia (Spain). Dr Bello has lectured on Development Cooperation and EU-Africa Relations in B.Sc and Masters programmes at the Universidad CEU San Pablo (Madrid), ESSCA (France) and Diplomatic Academy (Vienna).



**Yvonne Ndlhovu**  
Specialist Researcher:  
Economic Impact  
and Industrial Policy  
department,  
SABS



Yvonne holds a Business Administration degree, diploma in Total Quality Management (TQM) Systems and an MBA. Her career started in the Banking industry as a Financial consultant prior to joining SABS, where she held the positions of a Project Leader, Programme Manager and Specialist Researcher. She represented South Africa in the development of international standards at international level.

As a Specialist Researcher, she has a primary responsibility to assess the net benefit of standards on the South African economy, prior to and after their publication.

She currently represents South Africa in the SADC Standards Management Council (SMC) responsible for identification and approval of regional standards that will facilitate trade within the region.



**Alvin I Chikamba**  
Chairman,  
Entrepreneurial Confluence  
Strategists



Alvin was most recently Head of Policy for Sub-Saharan Africa at ACCA, working across various industries and more than 14 African countries over 21 years. Prior to joining ACCA, he founded and was CEO of The OutVest Group (Pty) Ltd an emerging markets focused private equity investment growing and advisory firm. Before that, he was the CFO of an investee company of Investec Bank in SA and had become Executive Assistant to the Group CEO of starafriacorporation Limited, then a top quartile Zimbabwe Stock Exchange listed diversified conglomerate. Alvin trained with KPMG, is a CA (SA), and holds Master of Business Leadership and Bachelor of Accounting Science degrees from the University of South Africa (UNISA). In 2006 he completed the MyGlobe - Managing Young Global Enterprises program at INSEAD in France. He will graduate with his Doctor of Business Leadership degree in entrepreneurial strategy in 2014. He has lectured in finance on UNISA's Management Development Programme (MDP). He is a member of the South African Institute of Chartered Accountants (SAICA), Institute of Chartered Accountants of Zimbabwe (ICAZ) and Institute of Directors in Southern Africa (IoDSA).



**Spiwe Chireka**  
Program Manager:  
Telecoms Africa,  
IDC



Spiwe Chireka joined IDC in May 2011 as Telecoms Programme Manager from Frost & Sullivan after four years as a telecommunications Senior Industry Analyst. Her most recent studies include developing a partnership strategy in Sub Saharan Africa for an international global carrier, strategic assessment of WiMAX, LTE and CDMA networks in Africa, identifying growth opportunities in the East, West and Southern African broadband markets; analyses of the South African enterprise mobility and fixed mobile convergence market and the CDMA and WiMAX markets in the region. She has also completed analysis on CAPEX and OPEX spend by mobile operators in Sub Saharan Africa and broadband markets in West, East and South Africa. She has also completed an assessment of Africa's readiness for MVNO operators. Spiwe is a thought leader on the subject in South Africa and has been actively involved in the development of a growth strategy for the South African BPO market with the Gauteng Development agency. As an expert on ICT-related issues in Africa, Spiwe has appeared as a regular commentator on CNBC Africa and Summit TV.



**Stuart Pennington**  
CEO,  
South Africa, The Good News.



Stuart is co-editor and publisher of 10 books on South Africa and Africa. He has delivered over 500 talks on SA's global competitiveness both here and abroad. Stuart's "passion" is understanding South Africa and Africa. He researches and presents the facts 'behind the story' which often aren't included in media reports. In 2007 Stuart was awarded the "Public Service Entrepreneur of the Year Award - 2007" from the African Heritage Society. In 2008 he was one of nine finalists for the Johnnie Walker Striding Man Award for exceptional social entrepreneurship. In 2012 he was awarded the Distinguished Rhodes Alumni Award for his contribution to the geo-branding of South Africa. He holds a B.A. (Honours) degree from Rhodes University, a PDM from Wits Business School and a Certificate in Management from Oxford. He lives in the KwaZulu-Natal Midlands with his wife and two daughters, is an active sportsman and lover of adventure.



**Coenraad Buzeidenhout**  
Executive Director,  
Manufacturing Circle



Coenraad Bezuidenhout is the Executive Director of the Manufacturing Circle. He holds a Masters Degree in political economy. He has formerly headed economic policy at Business Unity South Africa and acted as the business convenor in the Public Finance and Monetary Policy Chamber at NEDLAC. He has represented organised business in a range of forums on issues such as macro-economic policy, trade issues, industrial policy and service delivery. He has also made significant contributions to submissions on state intervention in the mining sector and the Presidential Review on State Owned Entities commission in 2011.



**Reginald Max**  
Chief Executive Officer,  
RCMI First Capital



Reginald Max is the founder of RCMI first Capital. RCMI First Capital Limited is a financial intermediary that assists issuers of debt capital achieve their financial and strategic goals. The Company offers services covering Public Issues Management, Capital Restructuring, Debt Syndication, and Corporate Advisory and primarily focusing to develop a strategy and make inroads into infrastructure projects in sub Saharan Africa with power, energy, transportation, and rail and water infrastructure as a focus. Reg has been a resource person to the Macro Economic and Financial Management Institute (MEFMI), World Bank and other development Finance institutions who have a vested interest in creating local capacities in delivering growth and development. Reg recently presented, as part of the World Bank meetings (September 2011) to a joint forum of Finance Ministers, Central Bank Governors, and Planning Ministers in Washington DC. The presentation was called "Deepening financial markets in Africa - What should be done?" He holds a post graduate degree in Development Economics from Cambridge University and has successfully completed courses through the Securities Institute in London and is part of a thematic group that designs infrastructure finance solutions in Africa.



**Johnny Eliades**  
Founder and CEO,  
IE International Group



Johnny Eliades is a member of The Association of Chartered Certified Accountants (ACCA), and sits on the panel of ACCA South Africa. He is member of South African Institute of Professional Accountant and sits on the Free State committee. He is the founder and owner of I.E International. He started with his accounting practice 6 years ago and was the first company in the I.E Group, Ioannis Eliades Chartered Certified Accountants (IECCA). Johnny's greatest passion in life is Businesses and People. He has focused a great amount of his time and effort towards discovering why businesses fail, and why people do not live up to their greatness. He has specialised in BBBEE and is a lecturer at Unisa and Wits he also consults to IRBA. He is a BBBEE consultant to many national and multinational companies.



**Lancerlot Riyano**  
Technical Specialist,  
National Regulator for  
Compulsory Specifications  
(NRCS)



Lancerlot has over 20 years of technical and management experience in diversified environments including manufacturing, research and technology development, mining, regulatory, academia and consultancy in both the private and public sectors. He is a graduate engineer with an honors degree from the University of Zimbabwe, and also holds a Master of Business Leadership (MBL) degree from the University of South Africa (UNISA) and a post graduate diploma in projects management from Cranefield College. Currently Lancerlot is finalizing his master's degree in projects management from Cranefield College and serves as a regulatory specialist at the NRCS with the primary responsibility for leading the overall execution of multidisciplinary portfolios of projects of strategic benefits to the organisation through their full project life cycles, and has the responsibility for driving new business development and business process improvements. One of his current projects is the development and deployment of a border enforcement regulatory strategy for NRCS regulated products by locking out non-compliant products from entering the South African marketplace.



**Mr Carl Moyo**  
Regional Director:  
DuPont de Nemours  
Sub-Saharan Africa,  
DuPont



Carl has been with DuPont for the past eight years. In this time he has focused on 3 major challenges Africa faces, namely food security, energy adequacy and sustainability. He spent two years with DuPont in Geneva, Switzerland before relocating to South Africa to take up his current role as Regional Director responsible for Africa in 2008. His main mandate is to increase knowledge and utilisation of DuPont science and products across different industries in Africa. Besides his role as a director for Du Pont South Africa, DuPont Protein Technologies and Danisco, he also sits on the board of American Chamber of Commerce. Prior to joining DuPont he spent 10 years in different capacities in the Oil & Gas industry with BP (British Petroleum) in South Africa, Australia and the United Kingdom. Carl is a regular speaker at major conferences and has featured on CNN, CNBC and eTV. Carl holds a Bachelor of Business Administration degree in accounting from Andrews University, Michigan in the USA and an MBA degree from Edinburgh Business School in Scotland.



**Alex Dali**  
President,  
G31000



Alex Dali is President of G31000, a non-for-profit international association dedicated to raise awareness on risk management standards, such as ISO 31000. Holding a Msc in Chemical engineering, a degree in Business Administration and a post-master in Risk Management, he has worked and lived during the last 20 years in many countries with experience around the world on many aspects of risk management. He is known as an active owner/moderator of the ISO31000 LinkedIn group which has reached nearly 22,000+ members. He is an invited professor in several universities and institutes, trainer for workshops and publishing books and articles.

"We're always thinking about new markets we could enter, but it's only by saying no that you can concentrate on the things that are really important."

- Steve Jobs



## Programme Day 1

0700: Registration and Networking refreshments

0815: **Mr. Mululeki Nzimande; Partner: International Trade; Webberwentzel.**

Opening Remarks from the Chairperson

0840: **Johnny Eliades; Founder and CEO; Ie International Group**

Topic: Strategise for Success. What is your strategy?

- What is the mindset of your team?
- The Psychology of success.

0930: **Alex Dali; President; G31000**

Topic: Iso 31000, a risk management standard for decision makers. How to include risk management in strategic decisions?

- Presentation of the ISO 31000 Risk Management Standard- positive aspects and things to watch out for.
- Selected feedbacks on the results of the first global survey on ISO31000.
- Who is using this standard? Which sectors? Which countries?
- What are the current trends in risk management standardization, and the situation in South Africa.
- How to achieve certification? The G31000 proposition.

1010: Panel Session for the first Two presenters.

1040: Networking Tea Break.

1100: **Coenraad Buzeidenhout; Executive Director; Manufacturing Circle.**

Topic: The Africa Opportunity: The View from South African Manufacturers

1140: **Spiwe Chireka; Program Manager-Telecoms Africa; IDC**

Topic: The CEO's 360 degree view on the African telecommunications market

1220: **Alvin Chikanda; Head of Policy-Sub Saharan Africa; ACCA**

TOPIC: The entrepreneurial Strategy: Navigating Africa's "Growth with Risk" business landscape.

1300: Networking Lunch Break

1400: **Dr Ola Bello; Programme Head, Governance of Africa's Resources Programme (GARP); South African Institute of International Affairs**

TOPIC: Resource Nationalism in Africa and how companies could best mitigate its impact on their investment.

1440: Panel Session ; China-Africa , the New Era of China-Africa Relations: a Partnership for Growth?

Agribusiness in Africa: A Tremendous Potential to Unleash Panelists:

**Mr. Ebrima Faal; Regional Director Southern Africa; African Development Bank**

**Mr. Carlman Moyo; Regional Director Africa; Dupont.**

**Mr. Steuart Pennington; CEO; Africa the Good News.**

**Dr. Oladiran Bello; Head; Governance of Africa's Resources Programme; SAIIA.**

1555: **Mr. Mululeki Nzimande; Partner: International Trade; Webberwentzel.**

Closing Remarks from the Chairperson

1600: Networking Tea and dispersing.

## Programme Day 2

0730: Registration and networking refreshments.

0830: **Mr. Mululeki Nzimande; Partner: International Trade; Webberwentzel.**

Opening Remarks from the Chairperson.

0840: **Michael Lalor; Leader, Ernst & Young Africa Business Center; Ernst & Young**

Topic: EY's Africa attractiveness survey: Getting down to business.

0930: **Reginald Max; Chief Executive Officer; RMCI First Capital**

Topic: Understanding market opportunities in Africa.

- Understanding the market opportunities.
- Developing the right value proposition.
- Overcoming procurement challenges.
- Developing effective distribution

1020: Panel Session.

1040: Networking Tea Break

1100: **Henk Sa; Managing Director; EcoMetrix Africa**

Topic: Energy technologies and carbon management

1140: **Ms. Yvonne Ndlovu; Sector Specialist-International Trade and Development; SABS**

Topic: The role of standards in promoting regional trade.

1220: **Mr. Lancerlot Riyano; Technical Specialist; National Regulator for Compulsory Specifications (NRCS)**

Topic: Putting regulation on the agenda of the organization to avoid unintended consequences.

1300: Networking Lunch Break.

1400: **Mr. Steuart Pennington; CEO; Africa the Good News.**

Topic: South Africa @ 20; for better or for worse.

1440: Panel Session ; Tackling Corruption and Improving Good Governance in Africa's Public and Private Sectors.

Paving the Path to Prosperity: Transportation Infrastructure in Sub-Saharan Africa

1600: **Mr. Mululeki Nzimande; Partner: International Trade; Webberwentzel.**

Closing Remarks from the Chairperson.





# Registration Form

## Delegate Fees

Africa Strategic Directors Conference  
8 - 9 April 2014 • Sandton, Johannesburg.

### Standard Booking

Register between 1 February 2014 and 15 March 2014 - R6400 // US \$800

### Late Booking

Register after 19 March 2014 - R6900 // US \$900

Cost per delegate Ex VAT. International delegates do not pay VAT.

## Registration Form

Company Name: .....

Physical Address: .....

Tel:.....Fax:.....

Post Code:.....Country:.....

Organization's main line of business:.....

VAT Registration Number: .....

Contact Person(Invoice): .....

Position:.....Cell:.....

Tel:.....Fax:.....

Email:.....

### Delegate 1 Details

Full Name:.....

Position:.....

Tel:.....Cell:.....

Email:.....

### Delegate 2 Details

Full Name:.....

Position:.....

Tel:.....Cell:.....

Email:.....

### Delegate 3 Details

Full Name:.....

Position:.....

Tel:.....Cell:.....

Email:.....

## Fees Include

The fee for attending this event includes, conference packs, lunches and refreshments. Flights, accommodation and airport transfers are not included.

## Unable to attend

Nothing compares to being there, but you need not miss out. Simply tick the box, send the form along with the payment. Your conference pack (which includes all the presentations) will be send to you within 4 weeks of the event being held.

Conference pack @ R1 700 (Ex VAT)

## Contact Details

Tel: 010 035 0033 • Fax: 086 596 0688  
Email: info@strategicthinkinginstitute.co.za  
Web: www.strategicthinkinginstitute.co.za

## Method of Payments

Bank Transfers must state the name of the conference and Invoice number.

Bank:	First National Bank
Account Name:	Strategic Thinking Institute
Account Number:	62440624105
Branch:	Fourways
Branch Code:	250655
Swift Code:	FIRNZAJJ

## Terms & Conditions

**Payments:** Payments must be made before the conference date. Please ensure that proof of payment is faxed through timeously.

**Cancellations:** Any cancellations received in writing not less than eight (8 working) days prior to the conference, you will receive a 90% credit to be used at another Strategic Thinking Institute Conference within one year from the date of issuance of such credit. An administration fee of 10% of the fee will be retained by the Strategic Thinking Institute for all permitted cancellations. No credit will be issued for any cancellations occurring within seven (7 working) days prior to the conference. In the event that the Strategic Thinking Institute cancels an event for any reason, you will receive a credit for 100% of the fee paid. You may use this credit for any other event to be mutually agreed by the Institute, which must occur within a year from the date of the cancellation. In the event that the Strategic Thinking Institute postpones an event for any reason, and the delegate is unable or unwilling to attend on the rescheduled date, you will receive a credit of 100% of the fee paid which you may use for other Strategic Thinking Institute events within one year from the date of postponement. Except as specified above, no credit will be issued for cancellations. There are no refunds given under any circumstances

**Substitutions:** Registered delegates may be substituted at any time prior to the conference without incurring an additional cost. Please notify the office in writing of the change.

**Speakers and Program:** while speakers and topics were confirmed at the time of publishing, circumstances beyond the control of organizers may necessitate substitutions, alterations or cancellations of the speakers/topics. As such, Strategic Thinking Institute reserves the right to alter or modify the advertised speakers and/or topics if necessary.

**Confirmation:** All registrations will be deemed confirmed and subject to these terms and conditions.