

27-30 July 2004

Edinburgh International Conference Centre, (EICC),  
Edinburgh, UK

**The Fourth International Conference on Performance  
Measurement and Management**

**Performance Measurement and Management: Public and Private**

**Keynote Speakers:**

Professor Sir Andrew Likierman, London Business School  
Professor Chris Ittner, The Wharton School  
David Loweth, The Accounting Standards Board

**Conference Chairs:**

Andy Neely, Cranfield School of Management  
Mike Kennerley, Cranfield School of Management

PMA 2004 Conference organised on behalf of the Performance Measurement Association by the Centre for Business Performance, at Cranfield School of Management

*Cranfield*  
UNIVERSITY  
School of Management

**CONFERENCE PROGRAMME** (5/7/04)

**PLEASE NOTE:**

**Conference Welcome Reception Details Below: evening of 27 July**

**Tuesday 27 July**

Day & Time	Activity
16.00 – 21.30	Registration desk open
19.30 – 21.30	Welcome Reception

The Plenary and Parallel Sessions Begin on Wednesday 28 July

**CONFERENCE WELCOME RECEPTION:  
Lomond Suite - EICC**

# Wednesday 28 July

Day & Time	Activity	Room 1 - Sidlaw Auditorium	Room 2 - Harris Room 1	Room 3 - Harris Room 2	Room 4 - Ochil Rooms 1/2	Room 5 - Carrick Rooms 1/2	Room 6 - Carrick Room 3
08.00 – 10.00	Registration desk open, Strathblane Hall, EICC						
09.00-09.10	Welcome	<b>Andy Neely - Sidlaw Auditorium</b>					
09.10-10.10	Keynote address - Plenary session	<b>Keynote Speaker - Andrew Likierman, London Business School - Sidlaw Auditorium</b>					
10.10-10.30	Coffee						
10.30-12.30	Parallel streams	<b>PM in Universities</b> Session Chair - <i>The New Zealand Performance Based Research Fund: A Case Study</i> - Ann Clark and Jonathan Boston	<b>Public Sector</b> Session Chair - Performance Measurement in the Brazilian Public Sector - Marcelo Costa	<b>PM System Design</b> Session Chair - The design of a strategic management system in an industrial private sector organisation -Gavin Lawrie, Ian Cobbold and Khalil	<b>Surveys of PM Use</b> Session Chair - Business Performance Measurement: What is the State of the Use in Large US Firms? -B. Marr, A. Neely, M. Bourne, M. Franco, M. Wilcox, C. Adams, S. Mason, and M. Kennerley	<b>Intangibles / Intellectual Capital</b> Session Chair - Financial performance measures: The impact of intangible assets on firms' cost of capital -Jan J. Doppegieter, Mazhar ul Islam, Martin Zoller and Juergen H. Daum	<b>Customer Performance</b> Session Chair - In Search of Loyal Customers: Evidence from the Telecommunication Sector -Chatura Ranaweera
		<b>Strategy Maps for English Universities</b> -Jeff Pursglove and Mike Simpson	<b>From a Written Strategy to Manageable Performance - Analysis of Motivations to Implement Performance Management Systems in Public Sector Organizations</b> -V. Bodnár, Gy. Drótos, N. Kiss, and E. Révész	<b>Systemic Properties of Performance Management</b> - Jay Hays and Richard Winter	<b>The use of Financial and Non-Financial Measures in Manufacturing Firms: Empirical Evidence</b> - Maurice Gosselin	<b>Assessing the service potential of intangible items in accounting</b> -Natalia Canadas and Lúcia Lima Rodrigues	<b>Measuring the development of customer loyalty: A validated scale</b> -Rosalind McMullan
		<b>Administrative efficiency in UK Universities</b> - Stan Brignall and Rhoda Pierce-Brown	<b>Practical Performance Management in the Public Sector</b> -Phil Parvin, George Ramshaw and Alistair Willis	<b>A Leadership Driven Methodology (LDM) to Developing and Implementing a Performance Measurement System</b> -Bryan Shane & Patricia Lafferty	<b>An international survey of performance measurement in airlines</b> -Jackie Fry, Graham Francis, and Ian Humphreys	<b>A Longitudinal Study of the Voluntary Reporting of Intellectual Capital by Listed Hong Kong Companies 1992-2002</b> -Richard M. Petty and James Guthrie	<b>Performance Measurement of CRM in Financial Services</b> -Annette Reichold, Lutz Kolbe, Walter Brenner
		<b>Benchmarking Facilities Management Performance in North American Universities</b> -P. Becker, R. Faruquee, S. Kalagnanam	<b>Achieving "Best Value" Performance through an Economic Modelling Approach in the Guernsey Government Construction Industry</b> -Xiaohong Li, John Ogier, and John Cullen	<b>Performance Measurement System Success Depends on Design Alignment with the Core Purpose of its Implementation</b> -B. Andersen and B. Henriksen	<b>Benchmarking Benchmarking Study</b> -J. Bauer, S.J. Tanner, Andy Neely	<b>Intellectual Capital (IC) Statement: The Case of an Italian '(Non)Knowledge-Intensive' Company</b> -F. Ricceri	<b>Interaction Fluency: Assessing the Performance of Relationship Management Technologies in Multichannel Service</b> -H. Cassab and D. MacLachlan
12.30-13.30	Lunch (Lomand Suite)						
13.30-15.30	Parallel streams	<b>Schools</b> Session Chair - Implementing a System of Performance Management in England's Primary Schools - Andrew Brown	<b>Public Sector - International Comparisons</b> Session Chair - International Experience in Measuring the Quality of Public Governance Outcomes and Processes - Tony Bovaird and Elke Loeffler	<b>PM in Action</b> Session Chair - Performance Management in a Multinational Organisation -S. Tanner and B. Tantawy-Monsou	<b>PM Use</b> Session Chair - The Utilization of the Balanced Scorecard in Brazilian Manufacturing Companies -Cláudio de Araújo Wanderley, Juliana Matos de Meira, Bruno Campello de Souza, and Luiz Carlos Miranda	<b>Intangibles / Intellectual Capital</b> Session Chair - Intangible Assets - A By-Product of Strategy -A Green and M Stankosky	<b>Customer Performance</b> Session Chair - Measurement and Management of Brand Equity -Anne Martensen & Lars Grønholdt
		<b>Managing Performance in a Portuguese secondary school using the Balanced Scorecard</b> - C. S. Sarrico, J. H. Tice and C Rodrigues	<b>An Evaluation of How the Public Sector has Responded to Changing Accountability Requirements Under Results-Based Management</b> -David Try and Zoe Radnor	<b>Aligning Organisational Performance - The Balanced Scorecard in Action</b> -Richard Harpley and Richard Wakelen	<b>Performance Measurement in Small and Medium Enterprises: An Empirical Study in Scottish Companies</b> -Patrizia Garengo and Umit S. Bititci	<b>Corporate Reputation as a Strategic Performance Measure</b> - Jacob Eskildsen, Kai Kristensen, Thomas Vestergaard and Claus Schmidt-Laugesen	<b>Performance measurement in customer profiling with context switching</b> -A. C. Garavelli, M. Gorgoglione, and C. Palmisano
		<b>Practical Application of Financial Performance Measures in the \$7 billion Australian Private School Sector</b> - John Somerset	<b>Measuring the Unmeasurable? A Review of the 'Performance Measurement' of Policy Advice in Australia and New Zealand</b> -Denise Conroy	<b>Sense and Respond Performance Management at Fujitsu - Lessons, pitfalls and achievements</b> - Bernard Marr and Steve Parry	<b>Leadership, National Culture and Performance Management in the Chinese Software Industry</b> - Denise Tsang	<b>Measurement of Intellectual Capital in Different Organisational Contexts and its Applicability for the Transition Economies</b> -Dz. Gavare	<b>Performance Measurement within Anticipatory Customer Regimes</b> -S.Cuganesan
		<b>Quality Management and Performance Measurement: The Experience of a Canadian Elementary School</b> -F. Jones, S. Kalagnanam, and B. Rao	<b>Performance Management in the Dutch public sector - An Overview and Latest Developments</b> -A. A. de Waal and L.A.F.M. Kerklaan	<b>Enterprise Performance Management and Service Excellence: A Lifecycle Approach</b> -Chris Iffland		<b>A Model for R&amp;D Performance Measurement in the Biotech Industry</b> -Giovanni Azzone, Ilaria Dalla Pozza, and Giuliano Noci	<b>Design of a Performance Measurement Architecture for Integrated After-Sales Processes</b> -A. Brun, G. Novakova, P. Gaiardelli, D. Corti and R. Pinto
15.30-16.00	Tea						
16.00-17.30	Parallel streams	<b>Local Service Delivery</b>	<b>Healthcare</b>	<b>Process Performance &amp; Prediction</b>	<b>Managing with measures</b>	<b>Managing Knowledge</b>	<b>Marketing Performance</b>
		Session Chair - Developing a performance management system for the UK Police Service to achieve the successful implementation of a problem-oriented policing strategy -Michael Hunter and Xiaohong Li	Session Chair - The development of composite indicators to measure performance in health care -R. Jacobs, P. Smith, M. Goddard	Increased Performance through Business Process Management: An experience report from a Swiss bank -Peter Kung and Claus Hagen	Session Chair - Getting the Most out of Performance Measurement -Alan Meekings	Session Chair - Learning Capacity and Business Performance: Measurement and Research -Isabel Ma Prieto and Elena Revilla	Session Chair - Measuring Marketing Performance: Comparing the Literature with the Perspective of Business Executives -Marcin Pont and Robin N. Shaw
		<b>Measuring Performance in a Disability Resource Centre</b> -B. Bassiri and T. J. Turner	<b>Performance Measurement in Italian Hospitals: The Role of the Balanced Scorecard</b> -Stefano Baraldi and Giuliana Monolo	<b>A Pragmatic Theory of Prediction</b> -Mark Wilcox, Steve Mason, Andy Neely, Mike Bourne	<b>Performance-Driven Behaviour: A Cross-Country Comparison</b> -Andre de Waal, Zoe Radnor and Dina Akhmetova	<b>Assessing the Role of Business Strategy and Performance Measurement in the Implementation of Knowledge Management Initiatives</b> -E. Mendelle, L. Kaye and J. Sarros	<b>Performance, Learning and Communication Outcomes of Marketing Performance Measurement</b> -B. Clark, A. Abela, and T. Ambler
		<b>Performance Measurement and Management in Government of Andhra Pradesh: Online Performance Tracking System</b> -P. K. Mohanty	<b>Using system dynamics and multicriteria analysis for performance management: A case study</b> -Sérgio P. Santos, Valerie Belton and Susan Howick	<b>Predictive Performance Management - Binocular Vision, Ambidextrous Implementation</b> -V. Ramakrishnan	<b>Understanding and Managing the Management Processes</b> -Neil McCallum and Umit S Bititci	<b>On Background Knowledge: Mapping the Limits of Tacit Knowing</b> -David O'Donnell	<b>Emetrics - An Empirical Study of Marketing Performance Measures for Web Businesses</b> -Birgit Weischedel, Kenneth R. Deans and Sheelagh Matear
17.30-18.30	Panel Session	<b>Expert Panel /Workshop</b>					
18.30 onwards	Free Evening for Delegates (Organising Committee Dinner at Caledonian Hotel)						

# Thursday 29 July

Day & Time	Activity	Room 1 - Sidlaw Auditorium	Room 2 - Harris Room 1	Room 3 - Harris Room 2	Room 4 - Ochil Rooms 1/2	Room 5 - Carrick Rooms 1/2	Room 6 - Carrick Room 3
08.00 – 10.00	Registration desk open, Strathblane Hall, EICC						
08.30-09.30	Keynote address - Plenary session	<b>Practitioner Keynote Speaker - David Lowerth, The Accounting Standards Board - Sidlaw Auditorium</b>					
09.30-10.00	Coffee						
10.00-12.00	Parallel streams	<b>Government Agencies</b> Session Chair - Designing and Implementing a Balanced Scorecard Approach to Performance Management in a Public Sector Agency: Scottish Enterprise - Julian Taylor  The design of a strategic management system in a public sector organisation -William Barney, Zoe Radnor, Robert Johnston, and William Mahon  Incompleteness, Tension and Ambiguity in Performance Management -Lin Fitzgerald, Margaret Lamb and Haider Shah  Assessing the Costs-Benefits of US Federal Strategic Planning and Performance Management Initiatives: Case Studies -Natalia E. Pane and Rhonda K. Reger	<b>Healthcare</b> Session Chair - Using the Public Sector Scorecard in Health and Social Care - Max Moullin  Strategic Performance Measurement in the National Health Service: Limitations and Implications -Li-cheng Chang  Value and Performance Measurement - A Pilot Study in the NHS -Ann Esain and Lynn Massey  Conflict and change in health care: a case of T.H.I.S implementation in public hospital - Radiah Othman and Stan Brignall	<b>PMS Design</b> Session Chair - Comparing Performance Measurement Approaches -Lili-Anne Kihn  Conceptual Design of Performance Measurement Systems Based on Enterprise Engineering and System Dynamics Concepts and Methods -Luiz C. R. Carpinetti, George W. L. Sousa, Richard L. Groesbeck and Eileen Van Aker  The Structure of Performance Management - Implications and Application of Systems Models - Patrick Hoverstadt  Developing QMF into a performance measurement tool - Qi Zhou Moss, Margaret Nelson and Professor Keith Alexander	<b>Employee Performance</b> Session Chair - Measurement and Management Practices - Defining Current Practice -E. Houldsworth, D. Jirasinghe, & K. Overall  Does low job satisfaction lead to quits? -N. Kristensen and N. Westergaard-Nielsen  Determinants of absenteeism in a large Danish bank -Kai Kristensen, Hans Jørn Juul, Jacob Eskildsen, Jesper Nielsen, Niels Frederiksen & Carsten Møller-Bisgaard  Working Environment and Productivity -Sari Kemppliä and Heikki Laitinen	<b>Intangibles / Intellectual Capital</b> Session Chair Fund Management, Corporate Performance, and Intellectual Capital -John Holland  IC RatingTM - the missing link to a complete chain of intellectual capital for performance measurement? - Peder Hofman-Bang and Kristine Jacobsen  Mapping the value of Intellectual Capital: How knowledge assets contribute to create corporate value -D. Carlucci, B. Marr, and G. Schiuma  The Cost of Measuring Intellectual Capital Assets -Dina Gray and Andy Neely	<b>Marketing Performance</b> Session Chair - Issues in Measuring the Return on Marketing Investment in Sporting Club Brands -Helen Slattery and Robin N. Shaw  Market Research Performance and Strategy - David H.B. Bednall and Michael J. Valos  Exploring the Impact of customer empowerment on marketing strategy and IS effectiveness - Haitham Al Shibly, Guilherme Pires and Janet Aisbett  Methodology for Performance Measurement: Application to International Trade Fair Exhibitor - F.H. Rolf Sringhaus and Philip Rosson
12.00-13.00	Lunch (Lomand Suite)						
13.00-15.00	Parallel streams	<b>PM in Local Government</b> Session Chair - Performance Measurement for Evidence-Based Strategies of Multi-Level Public Sector Reform - T. Bovaird, S. Martin and J. Downe  Performance Management in Modern Local Government: Improvement, Evaluation and Locality -Lynne Dowson, Steve Martin and Ian Sanderson  Accountability and Financial Performance: A Measurement Model for Local Governments - Claude Beauregard  Local Government Financial Key Performance Indicators - Not so Relevant, Reliable and Accountable -Robyn A. Pilcher	<b>Impact of PM</b> Session Chair - Does the Balanced Scorecard Work: An Empirical Investigation -Andy Neely, Mike Kennerley and Veronica Martinez  The impact of performance measurement on corporate financial performance -M. J. Epstein, A. Rejc and S. Slapničar  The adoption of the balanced scorecard: performance measurement motives, measures and impact - Peter Robinson  Application of an Integrated Tool for Assessing Performance Measurement System Effectiveness and Maturity -Eileen M. Van Aken, Geert Letens, Jennifer A. Farris, Garry D. Coleman and Dirk Van Goubergen	<b>PMS Design</b> Session Chair - Premium Growth, Underwriting Return and Segment Analysis -Joseph Calandro, Jr.  PROJECT'ion - A Model for Programme and Project Performance - D. Bryde, M. Wickes and F. Lettice  Measuring the Performance of Specialty Work: An Industrial Case Study -C. Lee, M. Spaul, J. Murdoch, A. Powell and G. Clark  The Use of EDMS in Performance Management - James Sommerville, Nigel Craig, Graeme Chalmers and Graham Wylie	<b>Rewards &amp; compensation</b> Session Chair - Executive Pay and Performance Measurement Practices in the UK -M. Franco-Santos, M. Bourne, and R. Huntington  Reward Systems and Managers' Reward Preferences: Some Preliminary Observations - George Kominis and Clive R. Emmanuel  The use of individual performance evaluation (IPE) in CEO incentive contracts: Optimal contracting or managerialism -Eduardo Schiehl and Paul André  The Adoption and Success of Profit-Sharing Plans in Strategic Business Units: Opportunism or Contingency? -Michel Magnan, Sylvie St-Onge and Denis Cormier	<b>Knowledge Based PM</b> Session Chair Measuring Performance in a Knowledge Economy: Linking the Subjective and Objective Dimension into One System of "Vector-Based" Performance Measurement -Juergen H. Daum and Peter Bretscher  Knowledge-Based Performance: The Importance of Knowledge Dynamics in Performance Management Frameworks -K. Moustaghfir and B. Marr  Mirax - A Flexible Performance Reporting for Knowledge Intensive SMEs -P. Mettänen, H. Jungman, and A. Lönnqvist  Benchmarking as a Measurement Tool for Knowledge Management -Sandra Moffett	<b>Corporate Social Responsibility</b> Session Chair - CSR and the Financial Community: Friends or Foes? - Nigel Middlemiss  Corporate Social Responsibility: Building a Framework for Performance Measurement - S.Knox and S. Maklan  Corporate social responsibility, corporate value and performance measurement systems: a missing link? -Paolo Maccarrone  Making the Intangible Count: Counting the Intangible: A Report on Current Learning From a UK Food Retailer - J.F. Cumming
15.00-15.30	Tea						
15.30-17.30	Parallel streams	<b>PM in Local Government</b> Session Chair - Corporate Fit: A thematic analysis of the Balanced Scorecard within a British Local Authority -G. Farrant, J. Tatum and R. Tuddenham  Balanced Scorecards: a comparison of experience in local authorities in Scotland and Iceland - Mik Wisniewski and Snjólfur Ólafsson  Achieving excellence through performance: Factors influencing the successful implementation of new performance measurement systems in local authorities in England - Julie McDonald  Performance Measurement and Business Excellence: The reinforcing link for the Public Sector - Patricia Moura e Sá and Gopal K.Kanji	<b>Quality and Benchmarking Approaches</b> Session Chair - Measuring the impact of business excellence models: The Dubai Government Excellence Programme case study -Yasar Jarrar and Nabil A. Yousof  Establishment of Performance Measure Toward Strategic Quality Management: Key to Successful Implementation of New Quality Management Principle, Science TQM -Amasaka Kakuro  Performance Measurement and Quality Systems. Results of Qualitative Research carried out in companies that had won the Catalan Quality Award -Miguel Angel Heras  A Multi-method Approach for the Conceptualisation of Lead Benchmarking and Performance Measurement -K. A. Anderson, and R. McAdam	<b>Managing with measures</b> Session Chair - Using Perceptions of Performance to Drive Business Improvement -John Heap and Mike Bolton  The Interplay Between Performance Measurement, Organisational Culture and Management Styles -Umit Bitlici, Kepa Mendibil, Sai Nudurupati, Trevor Turner & Patrizia Garengo  Implementing a Performance Measurement System capable of creating a Culture of High Performance - Ian Robson  Why and how to measure communicative performance in industrial export business? -M. Yil-Erkkilä & M. Gerlander	<b>Employee Performance &amp; Rewards</b> Session Chair - A New Adaptor-Innovator Problem Solving Measure for the Workplace -Yin Xu and Brad Tuttle  Sensemaking on the front line: the key implications for call centre performance -Gail P. Clarkson and Gerard P. Hodgkinson  The Impact of Stock Purchase Plan Participation on Employees' Annual Job Performance Ratings - Stéphane Renaud, Sylvie St-Onge and Michel Magnan  Performance Distribution Assessment: A revolutionary method For Managing and Measuring Individual and Organizational Performance - Jeffrey S. Kane	<b>Drivers of Performance</b> Session Chair Resources that drive performance: an empirical investigation -Bruno H. Rocha-Fernandes, John F. Mills, Maria Tereza L. Fleury  Linking Resources and Organizational Performance: replicated research designs, a case and a warning -John F. Mills and Bruno H. Rocha-Fernandes  In Search of Value Creating Activities: an empirical study - Tom Wingren	<b>Supply Chain &amp; Logistics</b> Session Chair - Performance Measurement and Customers' Expectations in the Third Party Logistics Environment -Chris Morgan and X.Y. (Michael) Wang  The Role of Interfirm Information Exchange on Performance in the Brazilian Poultry Supply Chain - Juliana Matos de Meira, Cláudio de Araújo Wanderley, and Luiz Carlos Miranda  Performance Measurement in the Transformation Context: A Case from the Automotive Supply Chain -Ozlem Bak  Performance Improvement in Port Authorities: The case of Dubai Ports Authority -W. D. Jaffar
19.30 – 23.00	Conference dinner – The Balmoral Hotel						

## Friday 30 July

Day & Time	Activity	Room 1 - Sidlaw Auditorium	Room 2 - Harris Room 1	Room 3 - Harris Room 2	Room 4 - Ochil Rooms 1/2	Room 5 - Carrick Rooms 1/2	Room 6 - Carrick Room 3
08.00 – 16.00	Registration desk open, Strathblane Hall, EICC						
08.30-10.00	Parallel streams	AIM Workshop Session Chair - Police performance: sovereignty, discipline & governmentality -Paul Collier	PhD Session Session Chair - Building the Balanced Scorecard for the University - Case Study: The University in Thailand -N. Rompho	PMS Alignment Session Chair - Linking Customers, Strategy, and Activities: An Empirical Investigation of the Metrics Alignment Process - Steven Melnyk, Roger Calantone, Joan Luft, Douglas Stewart, George Zsidisin	Session Chair -	IS Performance Information Quality: Measures for Information Systems - Lisa Westerback	Balanced Scorecard Session Chair - Integrating quality management and strategic control through 3rd Generation Balanced Scorecard - Henrik Andersen, Gavin Lawrie and Nenad Savic
		Perversity in Public Service Performance Measurement - Michael Pidd	Design and implementation of performance measurement system in services: application to a financial engineering company -Y. Ducq, B. Vallespir and G. Doumeingts	The cascading process for multi-level Balanced Scorecard design: the case of a Belgian wastewater Management company -G. Scheipers, A. Ameels and W. Bruggeman		Measuring project performance at detailed work level: a context-based method -G. Clark, A. Powell, J. Murdoch, C. Lee	The Balanced Scorecard and Strategy: An Analysis of a Case Study from a Resource Based View - Lena Ng and Bruce Gurd
		Evaluating the 'Tools of the Trade': determining whether theoretically sound and 'fair' priority setting processes are used in health service organisations -Cam Donaldson, Angela Bate, Craig Mitton and Stuart Peacock	The Development and Assessment of a Methodology for the Post-Implementation Assessment of Change Initiatives in New Product Development -M. Boetrich and Prof J. M. Kay	The impact of performance measurement in strategic/corporate planning -E. Tapinos, R. Dyson and M. Meadows		Performance Evaluation for Online Communities - E. McArdle and P. Jennings	Benchmarking and Balanced Scorecard: Case Study of the Brazilian Electricity-Distribution Industry -Ana Paula Paulino da Costa, Francisco Anuatti, Fernanda Gabriela Boerger, Rosana Grillo Gonçalves
10.00-10.30	Coffee						
10.30-12.00	Parallel streams	AIM Workshop Session Chair Democratic Performance: Conceptual and Methodological Issues in the Assessment of New Form of Public Governance -Chris Skelcher	PhD Session Session Chair - Issues in Knowledge Management in Support Functions within a Private University -Khaled Attia and Barbara Savage	Change Management Session Chair - Measuring different dimensions of performance development of a '5 x 5 model' to support synchronous management of change -Redvers Counsell and Charles Tennant	Management Control Systems Session Chair - The design and use of management control systems: an extended framework for analysis -Aldónio Ferreira and David Olley	PM Theories & Methodologies Session Chair Business Performance Measurement: An Organisation Theory Perspective -P. Micheli, M. Franco, B. Marr, and M. Bourne	Balanced Scorecard Session Chair - Developing Individualized Balanced Scorecards: Status Quo and MCDM Approach -H. Ahn
		Barbara Townley	Factors that Affect the Design and Implementation of Team-Based Performance Measurement Systems -K. Mendibil and J.C. MacBryde	Performance Management and Organizational Change: Cyclical Process Framework -Raili M. Pollanen and Bharat Maheshwari	A comparative case study on managers' perceptions of Management Control Systems (MCS's) and cultural background in Mexico and the UK - Imaru J Arias-Ramirez	Organization analysis applying performance conception as support for reflexivity -José Antonio Assunção Peixoto	Microeconomic Analysis of the Balanced Scorecard - E. Laitinen
				Creating a change driving performance management system at Continental TEMIC Hungary - Gábor Pokol, Viktória Bodnár, Zoltán Tanács, Ágnes Szukits and Gábor Horváth		Towards a Definition of a Business Performance Measurement System - Franco-Santos, M.; Marr, B.; Martinez, V.; Gray, D.; Adams, C.; Micheli, P.; Bourne, M.; Kennerley, M.; Mason, S. and Neely, A.	The Learning Organization and the Balanced Scorecard: Evidence from Australia -Tzu-Hui Debby Chen, Bruce Gurd and Helen Thorne
12.00-13.00	Keynote address - Plenary session	<b>Keynote Speaker - Chris Ittner - The Wharton School - Sidlaw Auditorium</b>					
13.00-14.00	Lunch (Lomand Suite)						
14.00	Conference Close						

## - The Performance Measurement Association -

A global network for those interested in the theory and practice of performance measurement and management: <http://www.performanceportal.org>



**Performance Measurement and Management:  
Public and Private**

**PMA 2004 REGISTRATION FORM**

**conference registration details**

The registration fee will entitle each participant to a copy of the Conference Proceedings, conference lunches, coffees, refreshments, a Welcome Reception and Conference Dinner. Early registration fee (up to 31 March 2004) will be £325 pounds sterling. After this date the registration fee will be £375 pounds sterling. Please complete the registration form on the reverse of this sheet and send it back to the conference organisers, or register online at: [www.performanceportal.org/pma2004registration.htm](http://www.performanceportal.org/pma2004registration.htm).

**Centre for Business Performance,  
Cranfield School of Management, Cranfield, Beds, UK,  
FAX: +44 (0)1234 757409**

**accommodation booking details**

Details of the official accommodations for the conference are shown below. We have negotiated an excellent rate for delegates at these locations. The dates for the conference have been specifically chosen to run up to the famous Edinburgh Festival. We are sure that members will enjoy the chance to explore this fascinating city and that many will wish to extend their stay to take advantage of the 2004 Edinburgh festival activities that start as the conference finishes. The location of these hotels is superb and as this is such a busy and popular time in Edinburgh delegates are encouraged to book early to take advantage of the allocation availability.

Hotel	Distance To EICC	Star Rating	SINGLE RATES	TWIN / DOUBLE RATES	TWNDBL S/O RATES
Jury's Edinburgh Inn	2 ¾ km	3*	£80	£90	£80
Apex City Hotel	1 km	4*	£125	£135	
Apex International Hotel	1 km	4*	£115	£125	
Hilton Edinburgh Grosvenor	1km	4*	£95	£115	£105
Cadedonian Hotel	½ km	5*		£190	£135

PMA 2004 will be utilising the services of Conference Accommodation Booking Service (CABS) of The Edinburgh Convention Bureau, who offer a free accommodation booking service to delegates. Please therefore complete and return the accommodation booking form as soon as possible, indicating your accommodation preference. The booking form is available on the conference website. [Http://www.performanceportal.org/pma2004.htm](http://www.performanceportal.org/pma2004.htm). Wherever possible the CABS will attempt to provide you with the accommodation of your choice, although room numbers are restricted, so substitution may be necessary. In this event CABS will book accommodation of a similar standard and price range. Credit card details are required to make a booking and confirmation will be sent to your home address. Payment should be made directly with the hotel at the time of your stay. To discuss your requirements or make a booking please contact the Conference Accommodation Hotline at:

**Conference Accommodation Reservations, Edinburgh Convention Bureau**  
Tel +44 (0)131 473 3874 Fax +44 (0)131 473 3878 Email [conventions@eltb.org](mailto:conventions@eltb.org)

Conference Organised on behalf of the Performance Measurement Association by the Centre for Business Performance at Cranfield School of Management.

**Cranfield**  
UNIVERSITY  
School of Management

**registration form**

PMA 2004 – 28-30 July 2004, EICC, Edinburgh, UK

Title	
First Name	
Family Name	
Institution	
Address for Correspondence	
Postcode	
Country	
Telephone	
Fax	
Email Address	
Special Requirements (eg Dietary)	

REGISTRATION FEE		Tick
Early Registration Fee (form received by 31 March 04)	£325	<input type="checkbox"/>
Normal Registration Fee (form received after 1 April 04)	£375	<input type="checkbox"/>

**1. PAYMENT BY PERSONAL OR COMPANY CHEQUE**  
 Please complete all cheques in Pounds Sterling, made payable to Cranfield University (please write PMA 2004 on the back of the cheque)

**2. PAYMENT BY CREDIT/DEBIT CARD**  
 Please debit my Visa/Mastercard\* for the total conference fees as stated above. (\*delete as applicable)

Card Number:

Expiry Date:

Address of Card Holder (if different from above):

Signature of Cardholder:

**3. PAYMENT BY INVOICE/PURCHASE ORDER:**  
 Please send an invoice to the following address, quoting the following purchase order number:

Invoice Address	
Purchase Order Number	

**CANCELLATION CHARGES**  
 I have read and accept the cancellation terms as stated in this Call for Papers.

Signed	Date
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