

# NETWORK CENTRIC WARFARE ASIA 2006



Main Conference: 12 - 13 September 2006  
Post Conference Workshops: 14 September 2006  
Raffles The Plaza, Singapore

*Asia's Premier Conference & Exhibition on C4ISR & NCW*



## Developing, Training and Implementing an Effective Network Enabled Defence Force

**Network Centric Warfare Asia 2006** is Asia Pacific's premier event for the Military C4ISR/NCW community, bringing together government, industry, and military leaders with leading suppliers and industry experts.

- \* Hear **exclusive briefings** from leading practitioners around the world including the latest development in countries such as **USA, Japan, Australia, Singapore** and many more!
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LIEUTENANT GENERAL DAVID A. DEPTULA  
*Commander,*  
**General George C. Kenney Warfighting Headquarters (P)**  
*& Vice Commander,*  
**Pacific Air Forces**



LIEUTENANT GENERAL (R) JOHAN KIHLL  
*Former Chief of Staff*  
**Swedish Defence Force**



BRIGADIER GENERAL GERARD FOGARTY, AM  
*Director General Workforce Planning*  
**Australian Defence Force**



CAPTAIN (NAVY) TOYOTAKA KAKEI  
*Head of DII Management Office, Joint Staff Office*  
**Japan Self Defense Force**



COLONEL MARK M. KAUZLARICH  
*Division Chief for C4 Operations and Planning*  
*HO USPACOM J63*  
**US Pacific Command**



COLONEL GREGORY B. EDWARDS  
*Assistant Chief of Staff, J6*  
**US Forces, Korea**



COLONEL BRUCE LEIBNER  
*Head of Planning, C4I, J6*  
**Israeli Defence Force**



LIEUTENANT COLONEL (R) LEX BUBBERS  
*Director*  
**Reinforce Netcentric Operations**



FRED STEIN  
*Senior Principal Engineer (NCW)*  
**MITRE**



DR PAUL MITCHELL  
*Visiting Senior Research Fellow*  
**Institute of Defence & Strategic Studies**



TOM QUIGGIN  
*Senior Fellow*  
**Centre of Excellence for National Security**



DR MARK UNEWISSE  
*Mission Head, Land System-of-Systems*  
*Land Operations Division*  
**Defence Science & Technology Organisation (DSTO), Australia**



## Network Centric Warfare Asia 2006

### Over 80 VIP guests attending Network Centric Warfare Asia 2006 including:

Head of Strategy and Planning Department  
Ministry of National Defence  
Taiwan Armed Forces

Assistant Chief of Air Staff for Operations  
Thailand Air Force

Director of Operations  
Thailand Air Force

Deputy Director of Air Operations Control  
Thailand Air Force

Assistant Chief of Staff, Comms & Electronic Division  
Malaysian Armed Forces

Director of Cyber Security  
Malaysian Armed Forces

Director of Planning, Communications & Electronics Division  
Malaysian Armed Forces

Commander, Signal Institute  
Singapore Armed Forces

Commanding Officer, GSMB - G5  
Singapore Armed Forces

Head, Combat Intelligence Group  
MINDEF - Singapore

Head of C4IT - NSUWC  
Republic of Singapore Navy

Assistant Director, Future Systems Directorate  
MINDEF - Singapore

Head EF, Combat Intelligence Group  
MINDEF - Singapore

**PLUS!** Participation from the following militaries:  
Australia, Bahrain, Cambodia, India, Japan, Korea,  
New Zealand, Philippines, Taiwan, Thailand.

### Military VIP

Complimentary passes still available.  
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### Sponsorship & Exhibition Opportunities

Asia's Premier Conference & Exhibition on C4ISR & NCW would be well attended by leading figures from militaries around the region. Shouldn't you be at this meeting?

Defence IQ's Network Centric Warfare Asia series has consistently brought together leading military leaders from all over the Asia Pacific responsible for the development of network capabilities that are looking to purchase the expertise and the equipment to deliver that ability. If you are looking for a platform where you can position your brand front of mind in a pan-Asian audience of leading military leaders, then look no further.

Sponsoring and Exhibiting at this conference will allow you to:

- \* Position and profile yourself as an industry leader with the solutions to deliver networking solutions to the military
- \* Showcase your products to a group of targeted senior decision makers and military officials
- \* Get cost effective marketing exposure and branding to your targeted audience
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Dear Sir,

Upgrading and building a capable defence force is a task that you are definitely not a stranger to. You are responsible for ensuring that your defence capabilities are able to cope with threats at the heart of the 21st century.

Network Centric Operations has long been touted as the future of warfare and it goes beyond saying that your military capability can be improved tremendously through the adoption of a network centric approach to operations. That is something that you probably know too.

Doing this however is fraught with challenges such as building up an effectively networked force is easier said than done. There are security challenges, training and other barriers towards a successful implementation of NCW.

To meet the challenges of the task, we would like to invite you to join us at Defence IQ's 3rd Annual Network Centric Warfare Asia 2006. We will bring together global military leaders deeply involved in the building up of NCW capabilities to share valuable lessons on coping with and meeting the challenges during planning, implementation, and operations.

This leading conference will offer debates, discussions, and solutions on how you can effectively implement a network centric approach to operations, apply the technology and methodology to real-time operations and challenges as well as train a network-enabled force.

Don't miss out! This is a unique opportunity for you to experience the future of NCW and help shape your plans, policies and operational strategy in building a force that matters!

Warmest Regards,



Vincent Choy  
Programme Director  
Defence IQ

### Conference Sponsor

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Cisco Systems, Inc. is the worldwide leader in networking for the Internet. Today, networks are an essential part of business, education, government and home communications, and Cisco Internet Protocol-based (IP) networking solutions are the foundation of these networks. Innovation is core to Cisco's product development strategy. As governments drive towards network-centric operations, Cisco recognizes that features and functionality provided across the network must enhance availability, reliability, mobility, security and survivability of networks and interconnected systems. Cisco is committed to providing secure end-to-end solutions, and specialized engineering in support of governments' day-to-day operations, as well as providing thought leadership supporting the ongoing transformation to integrated network-centric operations. For more information, visit [www.cisco.com/go/defense](http://www.cisco.com/go/defense)

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#### DefenceReporter

Published by Ventura Media, Asia-Pacific Defence Reporter (APDR) has been a leading authority on defence reporting for more than 30 years. Established in 1974, APDR provides expert analysis of defence, security and geopolitical issues in the Asia-Pacific region. Its worldwide readership ranges from political and military leaders to intelligence analysts, academics and senior defence industry executives.



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## Day One • Tuesday 12 September 2006

08:30	Registration	13:45
09:00	Chairman's Welcoming Address	
09:15	<p><b>Enabling Network Centric Warfare: Planning &amp; Operations within Future Force Structures</b></p> <ul style="list-style-type: none"> <li>* Understanding the operational context of NCW and meeting the challenges</li> <li>* Planning and executing NCW in future force structures</li> <li>* Operational planning for the future of warfare through NCW tenets</li> </ul> <p>Tentatively Reserved for:</p> <p>LIEUTENANT GENERAL DAVID A. DEPTULA <i>Commander</i> General George C. Kenney Warfighting Headquarters (P) <i>Vice Commander</i> Pacific Air Forces, Hickam Air Force Base</p>	
10:00	<p><b>Meeting The Technological Future of Network Centric Warfare</b></p> <ul style="list-style-type: none"> <li>* Understanding where technology is headed given advances in the commercial world</li> <li>* A chronological review of NCW and understanding the future of NCW</li> <li>* Creating programmes that meet current technology trends</li> </ul> <p>TERRENCE C. MORGAN <i>Director, Net-Centric Strategies</i> Global Defense, Space, &amp; Security Group Cisco Systems, Inc.</p>	14:30
10:45	Networking Coffee Break	
11:15	<p><b>Optimising Network Capabilities through Organisational Transformation and Development</b></p> <ul style="list-style-type: none"> <li>* Organisational challenges and restrictions on the implementation of NCW</li> <li>* Optimising the network: Delegating command and control throughout the organisation</li> <li>* Transforming the organisation to leverage on improved situational awareness</li> </ul> <p>LIEUTENANT GENERAL (RET'D) JOHAN KIHLMAN <i>Former Chief of Staff</i> Swedish Armed Forces</p>	15:15
12:00	<p><b>Developing Deep Cultural, Organisational &amp; Technological Changes to Advance Network Capabilities</b></p> <ul style="list-style-type: none"> <li>* Realising the transformation of IDF to meet the challenges of information age warfare</li> <li>* Developing and implementing a comprehensive operational concept to upgrade IDF's war-fighting capabilities</li> <li>* Advancing network capabilities through a focus on the culture, organisation and technology</li> </ul> <p>COLONEL BRUCE LEIBNER <i>Head of Planning, C4I, J6</i> Israeli Defence Force</p>	15:45
12:45	Networking Lunch	17:45

### The Network in Steps: Developing Capability through the Progressive Development of Network Programmes

- \* Integrating existing C4I systems with new technology systems and applications
- \* Enhancing and upgrading military operational capability through C4I development
- \* Networking forces progressively through a step-by-step implementation plan

COLONEL MARK M. KAUZLARICH  
*Division Chief for C4 Operations and Planning*  
HQ USPACOM J63  
US Pacific Command

### Beyond Systems: Integrating the Network into the Operational Framework of your Forces

- \* Integrating the multiple dimensions of NCW: Technology, Organisation, Process, and People
- \* Force and operational planning for network enabled forces
- \* Optimising operations with networked forces

COLONEL GREGORY B. EDWARDS  
*Assistant Chief of Staff, J6*  
US Forces, Korea

15:15 Networking Coffee Break

#### Understanding the Technology of Networks, Communication & Weapon Systems

Experience the latest in C4ISR technology! These interactive presentations will show you the latest capabilities developed in the world of C4ISR and more importantly, how it can enhance your military capabilities.

#### Campaigns of Experimentation:

Advance your understanding of NCW and test your skills! This wargame will give you a taste of Strikecom, and how you can dramatically enhance capabilities with NCW.

*For a more comprehensive wargaming session, sign up for the interactive NCW Wargaming Session & Information Age Transformation Workshop*

#### Technology Breakout Session 1:

**Technology Stream 1**  
6 Presentations,  
10 minutes each

**Wargaming Stream 1**  
Wargaming Simulation

#### Technology Breakout Session 2:

**Technology Stream 2**  
6 Presentations,  
10 minutes each

**Wargaming Stream 2**  
Wargaming Simulation

17:45 Chairman's Closing Remarks & End of Day One

“ An excellent experience with good collaborative information and knowledge on NCW  
- Ministry of Brunei ”



LIEUTENANT GENERAL DAVID A. DEPTULA  
*Commander*  
Warfighting Headquarters (P)  
Pacific Air Forces,  
Hickam Air Force Base



LIEUTENANT GENERAL (RET'D) JOHAN KIHLMAN  
*Former Chief of Staff*  
Swedish Armed Forces



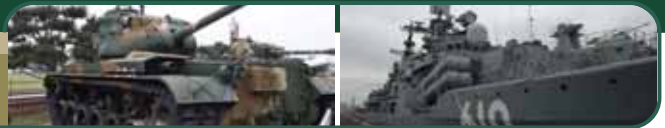
COLONEL MARK M. KAUZLARICH  
*Division Chief for C4 Operations and Planning*  
HQ USPACOM J63  
US Pacific Command



COLONEL GREGORY B. EDWARDS  
*Assistant Chief of Staff, J6*  
US Forces, Korea



TERRENCE C. MORGAN  
*Director, Net-Centric Strategies,*  
Global Defense, Space, & Security Group  
Cisco Systems, Inc.



## Day Two • Wednesday 13 September 2006

08:30	Registration	12:45	Networking Lunch
09:00	Chairman's Welcome	13:45	<b>Networking the Land Battlespace: An Australian Perspective</b> <ul style="list-style-type: none"> <li>* Reviewing the Australian NCW Roadmap</li> <li>* Meeting the challenges of complex warfighting</li> <li>* Adopting a system-of-system approach to NCW</li> </ul> DR MARK UNEWISSE <i>Mission Head, Land System-of-Systems            Land Operations Division            Defence Science &amp; Technology Organisation (DSTO), Australia</i>
09:15	<b>Regional Cooperation in Network Centric Operations: The Network against the Common Threat of Terrorism</b> <ul style="list-style-type: none"> <li>* How terrorist organisations are exploiting the network to spread their capability</li> <li>* The challenges of multiple agency operations with multiple levels of capability in a single theatre of operations</li> <li>* Moving toward shared situational awareness and information exchange</li> <li>* Dealing with the unique challenges of terrorism and what networked operations can do to counter them</li> <li>* The need for regional cooperation in counter terrorism action</li> </ul> Panellists include: DR PAUL T. MITCHELL <i>Visiting Senior Research Fellow            Institute of Defence &amp; Strategic Studies            Associate Professor            Canadian Forces College</i> TOM QUIGGIN <i>Senior Fellow            Centre of Excellence for National Security</i>	14:30	<b>Practical Realities &amp; Lessons on Enabling Network Centric Capabilities</b> <ul style="list-style-type: none"> <li>* A review of The Philippines Army's C4ISR development</li> <li>* Enabling NCW within the forces</li> <li>* Lessons learnt from the implementation of NCW</li> </ul> Tentatively Reserved for COLONEL ELMIR DE LA CRUZ <i>Assistant Chief of Staff, Communications &amp; Electronics, G6            Armed Forces of The Philippines</i>
10:00	<b>Network Centric Warfare in a Regional Context: Challenges &amp; Opportunities</b> <ul style="list-style-type: none"> <li>* Nature of NCW: The new "operating system"</li> <li>* Challenges of NCW</li> <li>* Regional Opportunities: OEF and Maritime Security</li> </ul> DR PAUL T. MITCHELL <i>Visiting Senior Research Fellow            Institute of Defence &amp; Strategic Studies            Associate Professor            Canadian Forces College</i>	15:00	Chairman's Remarks
10:45	Networking Coffee Break	15:15	Networking Coffee Break
11:15	<b>Networked Operations in Practice            NATO Response Force</b> <p>The NATO Response Force (NRF) is a permanent stand by joint and combined force that has a very short notice to move. Its new operational concept makes it as well a vehicle for transformation within NATO. The presentation gives insights in major people, process and organisational innovations within the NRF 4 and 5. It also discusses the feed back cycle that enables the quick and effective adaptation of these innovations within the NRF.</p> LIEUTENANT COLONEL (RET'D) LEX BUBBERS <i>Director            REINFORCE Netcentric Operations</i>	15:45	<b>Optimising and Enhancing the Human Dimension in Network Centric Operations</b> <ul style="list-style-type: none"> <li>* Enhancing human performance in the network</li> <li>* Workforce planning considerations for NCO</li> <li>* A look at organisational structure, leadership, follower-ship, motivation and trust</li> </ul> BRIGADIER GENERAL GERARD FOGARTY, AM <i>Director General Workforce Planning            Australian Defence Force</i>
12:00	<b>Lessons from Western Iraq</b> <p>This presentation will draw upon the experiences in the US Army's 3ID in Western Iraq to showcase some of the lessons learnt when NCW is implemented on a operational level.</p> FRED STEIN <i>Senior Principal Engineer (NCW)            MITRE</i>	16:30	<b>Network Maintenance &amp; Cyber Defence: Japan's Self Defence Force</b> <ul style="list-style-type: none"> <li>* Key steps to ensuring a secure military network</li> <li>* Maintaining the network against cyber attacks to ensure security of operations</li> <li>* Managing the cyber war-front: The new frontier in information age warfare</li> </ul> CAPTAIN (NAVY) TOYOTAKA KAKEI <i>Head of DII Management Office, Joint Staff Office            Japan Self Defence Force</i>
		17:15	End of Conference

“ A very informative and thought provoking forum. I look forward to the next one. ”  
 - Royal Air Force



BRIGADIER GENERAL  
GERARD FOGARTY, AM  
*Director General  
Workforce Planning  
Australian Defence  
Force*

FRED STEIN  
*Senior Principal  
Engineer (NCW)  
MITRE*

LIEUTENANT COLONEL  
(RET'D) LEX BUBBERS  
*Director  
REINFORCE  
Netcentric Operations*

DR PAUL T. MITCHELL  
*Visiting Senior Research  
Fellow  
Institute of Defence &  
Strategic Studies  
Associate Professor  
Canadian Forces  
College*

DR MARK UNEWISSE  
*Mission Head, Land  
System-of-Systems  
Land Operations Division  
Defence Science &  
Technology  
Organisation (DSTO),  
Australia*



## Post-Conference Workshops & Wargames • Thursday 14 September 2006

### Workshop **A** • 08:30 - 11:30

#### Network Centric Operation Challenges and the Way Ahead

This session will cover the challenges facing NCO and the roadmap to achieving success. Topics to be covered include:

- \* Challenges:
- \* Connectivity
- \* Data straws - The joy of low bandwidth tactical links
- \* Getting the right data to right person at the right time
- \* Interoperability
- \* Mobility
- \* Security
- \* Network management
- \* The way ahead
- \* Policy based distribution
- \* MANET protocols
- \* Community of interest routing
- \* Open standards
- \* Multi-level security

**ANDRE OBRADOVIC**  
*Sr. Manager Defence Initiatives*  
Cisco Systems Asia Pacific

**MARK ADCOCK**  
*Chief Scientist*  
General Dynamics Canada

**PETER HOLLIDAY**  
*Sr. Defence Architect*  
Cisco Systems Asia Pacific

### Workshop **B** • 11:45 - 14:45 (Networking Lunch Included)

#### Overcoming the Technological Hurdles of NCW Implementation

This workshop will describe, discuss and inform on the foundation technologies that support the Information Age and NCW Operations. It will use current and future operational examples to set the stage to discuss the foundation technologies.

These technologies will include Internet Protocol, (IP), Storage, Portals, Web Services and Communications. Using real world examples from observations and lessons from case studies, this workshop will bring you through the barriers to NCW implementation and show you how you can surmount them.

**FRED STEIN**  
*Senior Principal Engineer (NCW)*  
MITRE

### Wargame Session **C** • 15:00 - 18:00

#### NCW Wargaming Session & Information Age Transformation

This highly interactive workshop will provide you with real world examples of NCW in the field and feature StrikeCom, the participative war game, to illustrate crucial network-centric concepts. The combination of top level case studies on recent coalition operations and the war game offers a unique opportunity to get engaged in the NCO core issues and their management.

The interactive war gaming component based on StrikeCom software, developed at the Center for Management of Information would offer participants the unique opportunity to be in a live, dynamic war game session. Each attendee will be stationed at a networked laptop and contribute to the overall interactive experience. An after-action review will then be conducted to analyse the results and discuss the core issues of NCO as presented in the case studies. A truly unique and unbeatable learning opportunity!!

\* Case studies sponsored by US. Department of Defense, Office of Force Transformation StrikeCom software was developed at the Center for the Management of Information at the University of Arizona ([www.cmi.arizona.edu](http://www.cmi.arizona.edu)).

**LIEUTENANT COLONEL (RET'D) LEX BUBBERS**  
*Director*  
REINFORCE Netcentric Operations

**DR MARK ADKINS**  
*Director of Research*  
University of Arizona

**DR JOHN KRUSE**  
*Director of Systems Development*  
University of Arizona'

#### ABOUT YOUR WORKSHOP LEADER:



Andre Obradovic joined Cisco after leaving the Australian Army with 18 years experience. He graduated from the Royal Military College Duntroon to the Royal Australian Signal Corps and has held a wide variety of roles including Operations Officer of the Force Communications Unit in Cambodia, during the UN Sponsored Elections. Other roles include a broad range of operational planning and command appointments within the Australian Defence Force, including, The 3rd Brigade as operations Officer, Operations officer of the 2nd Signals Regiment and various troop command appointments. Andre has considerable experience in Airborne and Amphibious Tactical communications. Andre also spent considerable time as a Signals Tactics Instructor at the School of Signals in Melbourne.



Mark Adcock is the Chief Scientist for General Dynamics Canada C3&ISS division based in Calgary Alberta. He has more than 20 years experience in systems engineering including work on Unmanned Air Vehicle Systems and C4ISR systems. Mark has been the Chief Engineer and lead system architect for the Canadian TCCCS/Iris, the UK Bowman and the Australian JP-2072 C4ISR systems. Mark has completed two M.Sc theses in the areas of quantum field theory and quantum information science. He is currently pursuing a PhD in quantum information science at the University of Calgary's Institute for Quantum Information Science.



Peter Holliday has over seventeen years experience as a professional engineer in the fields of communications and software engineering. His experience comes from practical involvement in design, implementation and management of operational defence Communications and Information Systems and as a senior technical adviser to numerous defence and non government projects. Peter was also an Army officer in Signals Corps for fifteen years, and has practical experience with the operation and configuration of current commercial and in-service Communications and Information Systems, and can offer technical advice based on his operational experiences in deploying Communications and Information Systems to Indonesia (Jakarta), PNG, Irian Jaya, East Timor and Kuwait. Peter has a Masters Degree in Electrical engineering, a Bachelors Degree in Computer Science and is currently reading a PhD in Computer Science where his research interest is in the field of Ad Hoc Networks for Military Environments. Peter is a professional Member of the Australian Computer Society (MACS) and the Institute of Electrical and Electronic Engineers (IEEE).

#### ABOUT YOUR WORKSHOP LEADER:



Fred Stein, a retired Colonel of the United States Army, joined the MITRE Corporation in April 1998. He is currently the MITRE's Senior Principal Engineer for Network Centric Warfare. His position and location at Ft. Hood, Texas within the Central Technical and Support Facility provide him the opportunity to interface directly with the Army as it digitizes its force and moves toward the Future Combat Systems. He currently supports the Army G8, Office of Force Transformation and Electronic Systems Command. Among Fred's accomplishments is the book, "Network Centric Warfare", which he co-authored with two colleagues, David Alberts and John Garstka. As technology continues to evolve, Fred Stein remains on the cutting edge of his profession as he continues to seek out innovative ideas and concepts as they apply to supporting Commanders and Staffs.

#### ABOUT YOUR WORKSHOP LEADERS:



Lex Bubbers is a retired Lieutenant Colonel of the Royal Netherlands Army (RNLA). Since 2001 he has been one of the directors of Reinforce Business Innovation ([www.reinforce.nl](http://www.reinforce.nl)), a company that focuses on information age transformation processes within the defense and public security sector.



Dr Mark Adkins, PhD is the Director of Research at the University of Arizona's Center for the Management of Information. He has taught courses in small group decision making, organisational communication, communication skills, public speaking, and group facilitation. He has worked extensively with U.S. and coalition forces to improve communication, collaboration and decision processes.



Dr John Kruse, PhD is the Director of Systems Development at the University of Arizona's Center for the Management of Information. He has worked extensively with a wide range of educational, governmental and military groups to develop group processes and software that supports collaborative work. Dr. Kruse has served as a U.S. Army reservist for over seventeen years.



Main Conference: 12 - 13 September 2006  
 Pre & Post Conference Workshops: 11 & 14 September 2006  
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\* Payment in full is required prior to 21 June 2006 to qualify for the early bird discount

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Job Title: \_\_\_\_\_ Department: \_\_\_\_\_

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Payment is due in full upon receipt of invoice. Full payment prior to the event is mandatory for attendance.

## Team Discounts

IQPC recognises the value of learning in teams. Group bookings at the same time from the same company receive these discounts:

\* 3 or more 5%

\* 5 or more 7%

\* 8 or more 10%

This offer is exclusive of the early bird discount. Call us for a special discount rate for teams of 10 and above. (NOT applicable to workshop(s) / wargame session-only bookings)

## 5 Ways to Register

Online: [www.iqpc.com.sg/AS-3343](http://www.iqpc.com.sg/AS-3343)

Email: [enquiry@iqpc.com.sg](mailto:enquiry@iqpc.com.sg)

Phone: (65) 6722-9388

Fax: (65) 6720-3804

Post: **IQPC Worldwide Pte Ltd**

**61 Robinson Road #14-01**

**Robinson Centre**

**Singapore 068893**

## Venue & Accommodation

Raffles The Plaza  
 80 Bras Basah Road  
 Singapore 189560  
 Tel: (65) 6339 7777  
 Fax: (65) 6337 1554

Hotel accommodation and travel costs are not included in the registration fee. A reduced corporate room rate has been arranged at Raffles The Plaza for attendees at this conference.

To take advantage of this special rate, please process the hotel room reservation form provided upon confirmation of your attendance.

## Conference Documentation & Audio CD

I am registering as a delegate, please send me an extra set of Conference Documentation with Audio CD with a S\$100 discount: S\$549

I cannot attend the event, please send me the Conference Documentation with Audio CD at S\$649

I cannot attend the event, please send me the Conference Documentation only at S\$549

(Singapore companies, please add 5% GST)

(N.B. Advance orders will determine whether or not this conference will be recorded - Please enclose payment with your order.)

Your order is risk free! If you are not satisfied simply return the product within 15 days for a full refund.

**PAYMENT POLICY:** Payment is due in full at the time of registration. Full payment is mandatory for event attendance.

**CANCELLATIONS & SUBSTITUTIONS:** You may substitute delegates at any time. IQPC does not provide refunds for cancellations. For cancellations received in writing more than seven (7) days prior to the conference you will receive a 100% credit to be used at another IQPC conference for up to one year from the date of issuance. For cancellations received seven (7) days or less prior to an event (including day 7), no credits will be issued. In the event that IQPC cancels an event, delegate payments at the date of cancellation will be credited to a future IQPC event. This credit will be available for up to one year from the date of issuance. In the event that IQPC postpones an event, delegate payments at the postponement date will be credited towards the rescheduled date. If the delegate is unable to attend the rescheduled event, the delegate will receive a 100% credit representing payments made towards a future IQPC event. This credit will be available for up to one year from the date of issuance. No refunds will be available for cancellations or postponements.

IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency.

**PROGRAM CHANGE POLICY:** Please note that speakers and topics were confirmed at the time of publishing; however, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary. Any substitutions or alterations will be updated on our web page as soon as possible.

**YOUR DETAILS:** Please email our Database Manager at enquiry@iqpc.com.sg and inform them of any incorrect details which will be amended accordingly.

**DATA PROTECTION:** Personal data is gathered in accordance with the Data Protection Act 1984. Your data may be passed to other companies who wish to communicate with you offers related to your business activities. If you do not wish to receive these offers, please tick the box below.

Please do not pass my information to any third party

**IQPC WORLDWIDE PTE LTD.**

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