MALAYSIAN INSTITUTE OF ACCOUNTANTS

Driving Organisational Performance Through Effective KPI Management

Integrate predictive analytics and Artificial Intelligence to enhance performance management and monitoring.

23 & 24 November 2026 (Monday & Tuesday), 9.00 am – 5.00 pm
Connexion Conference & Event Centre @ The Vertical, Bangsar South, Kuala Lumpur



Image source: Freepik.com

Driving Organisational Performance Through Effective KPI Management

Service-sector organisations increasingly depend on Key Performance Indicators (KPIs) to monitor productivity, service quality, financial sustainability, compliance, and stakeholder satisfaction. However, many institutions face persistent challenges such as poorly defined indicators, weak alignment between strategy and operations, overemphasis on reporting rather than improvement, and limited capability to interpret performance data meaningfully.

Although predictive analytics and Artificial Intelligence (AI) offer opportunities to enhance performance monitoring, most organisations lack practical frameworks to integrate these technologies appropriately. Consequently, performance management remains largely reactive, relying on historical metrics instead of forward-looking insights. This training will address some of the issues above.

OBJECTIVES

This programme seeks to help you:

- Understand management principles underpinning effective KPI systems
- Design KPIs aligned with organisational strategy and operational realities
- Apply cascading techniques linking organisational goals to departmental and individual performance
- Evaluate established KPI frameworks such as the Balanced Scorecard and develop practical monitoring systems
- Integrate continuous improvement approaches to sustain KPI effectiveness
- Apply basic predictive insights using accessible analytical and AI-supported tools

METHODOLOGY

Interactive lectures, case studies, group discussions and presentations.

WHO SHOULD ATTEND

- Managers and Supervisors
- Unit Leaders and First Line Leaders
- Strategy and Planning Officers

FACILITATOR

PROFESSOR DR MOHAMAD AFZHAN KHAN

Prof Dr Mohamad Afzhan is the Vice Chancellor of Jesselton University College with nearly two decades of experience in academic leadership, policy development, research, training, and quality assurance. His teaching experience is primarily in the areas of business and management, including quantitative subjects. Beginning his career at ExxonMobil and Great Eastern Life, he later transitioned into higher education at Open University Malaysia and University of Cyberjaya.

Prof Dr Afzhan has trained and consulted for more than 100 institutions and organisations across higher education, banking, manufacturing, retail, government agencies, and service sectors. He has also contributed to national higher education initiatives, including leading a strategic taskforce for the Ministry of Higher Education's National Education Policy Review in 2023 and participating in national initiatives related to lifelong and flexible learning.

He has produced more than 40 research papers, conference proceedings, policy publications, and international presentations, including a UNESCO-linked SDG-4 book chapter titled Recognition of Learning in Malaysia. He has presented at major international platforms across China, Hong Kong, Japan, Vietnam, Thailand, Indonesia, Philippines, and Malaysia. His recognitions include the AAOU Young Innovator Award (Gold Medal), Best Paper Award (Silver Medal), and the OpenLearning Awards 2024 for Outstanding Course Design with AI Assistant and Credit Award System.

Driving Organisational Performance Through Effective KPI Management

PROGRAMME OUTLINE

DAY 1

8.30 am – 9.00 am	Registration and Welcome Refreshments
9.00 am – 10.30 am	SESSION 1 • Foundations of Performance Management > Why performance measurement matters in modern organisations > Common performance management failures and misconceptions > Strategic vs operational performance indicators > Linking performance measurement to organisational success > Introduction to data-informed decision-making > Brief exposure to how digital tools and AI enhance performance monitoring > Activity: Brainstorming
10.30 am – 11.00 am	Morning Refreshments and Networking
11.00 am – 12.30 pm	SESSION 2 • Strategy Alignment and Needs Analysis > Concept of strategy-focused organisations > Translating mission and vision into measurable objectives > Conducting structured performance needs analysis > Identifying performance gaps and root causes > Activity: Using organisational data to validate assumptions
12.30 pm – 1.30 pm	Networking Lunch
1.30 pm – 3.00 pm	SESSION 3 • Principles of Effective KPI Design > SMART criteria and advanced considerations > Quantitative and qualitative measures > Financial and non-financial KPIs > Ensuring validity, reliability, and relevance > Activity: How analytics tools can assist in identifying meaningful indicators
3.00 pm – 3.30 pm	Afternoon Refreshments and Networking
3.30 pm – 5.00 pm	SESSION 4 • Reflection, Discussion & Presentations > Facilitated reflection on day one learning > Group sharing of key insights and challenges
5.00 pm	End of Day 1

DAY 2

8.30 am – 9.00 am	Registration and Welcome Refreshments
9.00 am – 10.30 am	SESSION 1 • The Balance Scorecard > Introduction to the Balanced Scorecard > Financial perspective > Customer perspective > Internal process perspective > Learning and growth perspective > Adapting frameworks to professional service environments > Activity: Using analytical tools to monitor performance across perspectives
10.30 am – 11.00 am	Morning Refreshments and Networking
11.00 am – 12.30 pm	SESSION 2 • KPI Cascading and Organisational Alignment > Cascading KPIs from strategy to departments > Aligning KPIs with roles, responsibilities, and workflows > Integrating KPIs into performance appraisal systems > Ensuring cross-functional coherence > Linking organisational targets to daily staff activities > Activity: Developing a cascading KPI map > Activity: How digital systems can support real-time alignment tracking
12.30 pm – 1.30 pm	Networking Lunch
1.30 pm – 3.00 pm	SESSION 3 • Monitoring, Reporting, and Continuous Improvement > Designing effective KPI monitoring systems > Reporting formats for management decision-making > Data visualisation principles for clarity and impact > Feedback loops and performance review cycles > Continuous improvement approaches (e.g., Kaizen principles) > Activity: Discussion on sustaining KPI relevance over time
3.00 pm – 3.30 pm	Afternoon Refreshments and Networking
3.30 pm – 5.00 pm	SESSION 4 • Reflection & Closing Presentations > Group presentations and peer feedback
5.00 pm	End of Programme

NOTE: The order of topics to be covered may be revised at the trainer/speaker's discretion.

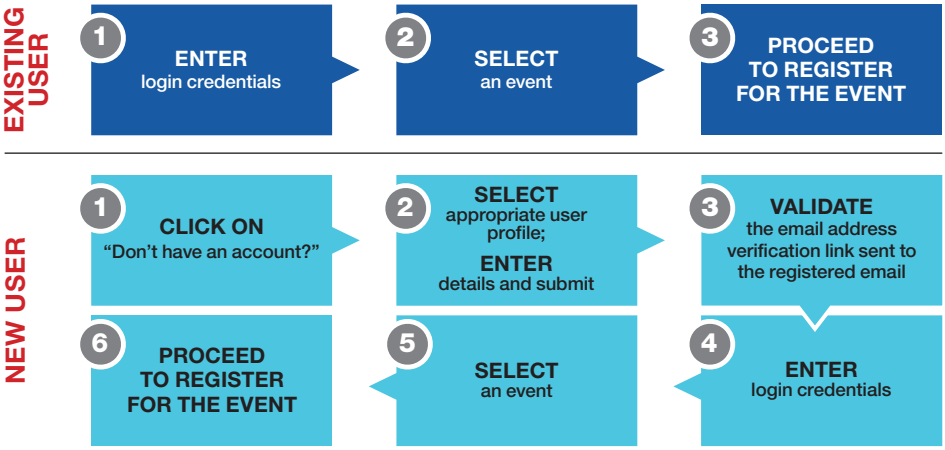
Driving Organisational Performance Through Effective KPI Management

With immediate effect, enrolment for all CPE programmes will be

STRICTLY VIA ONLINE REGISTRATION ONLY

REGISTRATION PROCESS

- To view more events and download the full brochure, please visit: ***pd.mia.org.my***
- Search and select the event
- Click 'Register' to experience the new system by continuing with the respective steps below:



For any assistance, please call (8.45am-5.30pm, Monday-Friday)

MIA Help Desk @ 603-2722 9000

TERMS & CONDITIONS FOR SEMINARS

PROGRAMME FEE

- Fee is payable to MALAYSIAN INSTITUTE OF ACCOUNTANTS
- Depending on the event, the fee includes course materials and/or lunch and/or tea breaks.
  - **Individual Registration:** Full payment shall be made at the point of online registration.
  - **Corporate Registration:** Full payment shall be made within thirty (30) days from the date of the Invoice or 1 day before the programme, whichever earlier.
- Admittance to the programme shall be granted only upon full payment as per the above requirement.

PAYMENT MODE

- Payment must be made through the **electronic channels i.e. online payment via the MIA member service portal and electronic fund transfer (EFT)**.
- Payment by **cash and cheque is NOT ACCEPTABLE** effective from 1 January 2022.

HRD CORP (FOR CLAIMABLE EVENTS ONLY)

- MIA is an approved Training Provider registered under 'Institut Akauntan Malaysia' (MyCoID: 631967).

Employer's Obligations

- To ensure grant approval is obtained prior to event registration and to provide the Grant ID notification upon event registration.
- To make full payment to MIA as per the issued Invoice within 14 working days upon receipt of MIA's notification in the event the approved training fee is cancelled by HRDC due to non-compliance on the part of the participant or his/her employer or any valid reasons stipulated by HRDC.
- To settle the balance payment to MIA within 14 working days upon receipt of MIA's notification in the event only partial claim is approved by HRDC. MIA will provide copy of the original invoice and will not issue a new invoice for the balance amount.
- If employer has made payment prior to grant approval, a refund will be made to employer subject to reimbursement received from HRDC. Refund will be made upon receipt of duly completed employer's EFT Form.
- To provide required information and/or documents after completion of event for the purpose of HRDC Claim within 7 working days upon receipt of MIA's notification.

CANCELLATION

Should the participant decide to cancel his/her enrolment, a cancellation policy shall be applied as follows:

- For written cancellation received with minimum seven (7) days' notice from the date of the programme, no penalties will be imposed and full refund will be made to participants who have paid.
- For written cancellation received less than seven (7) days from the date of the programme, an administrative charge of 20% of the registration fee will be imposed. Unpaid registrations will also be liable for a 20% administrative charge.
- No refunds will be made for written cancellations received on the day of the programme or for participants who failed to join the programme. Unpaid registrations will also be liable for full payment of the registration fee.
- Replacing registered participants is not allowed.
- Paid registration that is cancelled can opt to transfer the paid amount to future event(s) after deducting any applicable administrative charges.
- The transfer request to future event(s) should be confirmed by Corporate/Individual within three (3) days after cancellation otherwise the cancellation will be confirmed with refund action. Transfer request will not be entertained after the refund is processed.
- Corporate/Individual is required to top-up the balance amount if the amount to be transferred to the future event is insufficient.
- Any excess amount after transfer will be refunded to the Corporate/Individual's bank account as provided in the EFT form.
- Corporate/Individual is required to provide the EFT form each time when a refund is requested.

PARTICIPANT'S CLASSIFICATION AND INFORMATION

Category: Corporate/Individual

- Please select the participant classification carefully as it determines the fee payable. No alteration will be allowed upon registration.
- The information on Corporate/Individual provided shall be deemed true and correct. No alteration will be allowed upon registration.

VERIFICATION OF ATTENDANCE

- All participants are required to present photo identification (NRIC, driving licence or company's ID card) at the point of registration prior to signing the registration list when attending the programme. Admittance may be denied upon failure to present photo identification.

CERTIFICATE OF ATTENDANCE AND CPE CREDIT HOURS

- Upon full attendance of the programme, participants will be issued an e-certificate of attendance. For this purpose, it is COMPULSORY to fill in the email address clearly.
- CPE credit hours will be credited into the MIA Member Services Portal within 14 days of the programme for participants who have complied with all terms and conditions stipulated herein.
- Participants will only be entitled to the CPE hours upon attending the entire duration of the programme. CPE hours will not be accorded for partial attendance.

COPYRIGHT

The materials of the programme shall not be disclosed or used in any manner, either wholly or partially against any other parties and/or used in any manner, either wholly or partially as a defence by you and/or any other parties under any circumstances. The participants are therefore prohibited from reproducing any materials of this programme. All copyright and/or intellectual property rights in any relevant materials produced in this Programme will remain with the party who produced such materials. MIA disclaims responsibility for the materials of this programme. Neither the MIA, its Council or any of its Boards or Committees nor its staff shall be responsible or liable for any claims, losses, damages, costs or expenses arising in any way out of or in connection with any persons relying upon the materials provided during the programme.

DATA PROTECTION

Information given by the participants to MIA is true, accurate and to the best of their knowledge. The participants have read and agreed with the Privacy Notice as stated on MIA's official website and therefore, allow MIA to collect, process, store and use the participants' data other than what is provided under the Personal Data Protection Act 2010.

EXCLUSION OF LIABILITY

This programme shall not constitute an endorsement of the speaker(s) by MIA and MIA shall not be liable for whatsoever circumstances arising from any engagement between the speaker(s) and the programme's participants.

DISCLAIMER

Malaysian Institute of Accountants (MIA) reserves the right to change the speaker(s), date(s), time(s) and to cancel the programme should circumstances beyond its control arise. MIA shall not be responsible for any costs, damages or losses incurred by the participant due to the changes and/or cancellation. MIA also reserves the right to make alternative arrangements without prior notice should it be necessary to do so. Upon registering, you are deemed to have read and accepted the terms and conditions herein.

PROGRAMME FEES

Member/Member Firm	| RM 1,200
Non-member	| RM 1,550

Preferred Payment: Pay with MIA-CIMB Affinity Credit Card.

PROGRAMME DETAILS & REGISTRATION

23 & 24 November 2026 (Monday & Tuesday)
9.00 am – 5.00pm
Connexion Conference & Event Centre
@ The Vertical, Bangsar South, Kuala Lumpur

Contact : Faiz
Tel : 03 2722 9291
Fax : 03 2722 9009
Email : pd@mia.org.my
Address : Malaysian Institute of Accountants
Dewan Akauntan
Unit 33-01, Level 33,
Tower A, The Vertical
Avenue 3, Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur