

A UNIVERSITY ACCREDITED TELECOMS MANAGEMENT TRAINING PROGRAMME

# EFFECTIVE TELECOMS STRATEGIES

## ADVANCED BUSINESS DIPLOMA

From the provider of the Telecoms Mini MBA, this advanced level programme provides the next step in creating business strategy and competitive advantage in a dynamic environment

Global industry examples of ICT Strategy are used throughout the programme

**DAY 01 YOUR STRATEGY TOOL BOX**  
How to use your strategy tools to explore strategic future options for your company. **Apply these tools to the Business Simulation and try them out.**

**DAY 02 EXPLORE THE LATEST RESEARCH FROM INFORMA TELECOMS & MEDIA**  
How does the future telecoms business environment impact your strategic options? How will you fund your strategic growth and what are the financial implications of your strategic decisions? **Develop a strategic plan for the Business Simulation.**

**DAY 03 MANAGE CHANGE TO IMPLEMENT YOUR STRATEGY**  
How to manage change within your organisation to implement your strategic plan. **Develop new KBIs/KPIs for the Business Simulation.**

**DAY 04 LIFT YOUR ORGANISATION ABOVE THE COMPETITION**  
Create and sustain competitive advantage for long-term success – what are our internal and external sources of competitive advantage? Explore the impact of major risks to organisational strategy and techniques for dealing with risk. **Apply concepts to further develop your strategic plans for the Business Simulation.**

**DAY 05 COMPLETE YOUR STRATEGIC PLAN AND PRESENT YOUR 'BID'**  
With every aspect considered, fine tune your strategy – The business simulation runs throughout the week, applying the concepts and tools from the programme in a rigorous and structured manner, delegates develop their strategic analysis, strategy formulation and thinking skills to the highest level. **Includes Post-programme Implementation Plan.**

'Provided insight into very useful risk management and scenario planning tools' [II, Romtelcom](#)

'Wow, well this is one of the most demanding and fulfilling programmes I have attended, well researched and well delivered' [RM, Mixmar](#)

'Practical presentations and the business simulation considered real market situations' [MO, Vodafone](#)

**Successful completion of this programme will enable you to build effective medium- and long-term business strategies by:**

- > **Identifying** the key sources of strategic value
- > **Analysing** the main strategic technology, market and business models
- > **Evaluating** the impact of industry trends
- > **Determining** and developing organisational and ecosystem wide sources of sustainable competitive advantage
- > **Identifying** innovative strategic customer segments
- > **Assessing** key risks to strategy

STUDY TOWARDS YOUR POSTGRADUATE CERTIFICATE IN ADVANCED TELECOMS MANAGEMENT

*See page 3 for more details*

# Programme description

Fully updated for 2014

This demanding and comprehensive programme, part of the University-accredited Advanced Telecoms Management Series, gives participants the tools to make a solid strategic appraisal of the changes taking place in the Telecoms & Media industry and to develop appropriate strategies to enable telecoms organisations to deliver value in future. Participants apply new concepts and ideas to a realistic business simulation throughout the course, and can relate these to their own organisations and functions using the unique Post-programme Implementation Plan.

## Programme focus

### DAY 01 Strategic Thinking

Day 1 begins with a thorough explanation of the extensive telecoms and media business simulation that forms the core of the five-day programme. The rest of the day enables delegates to adopt a structured and holistic approach to strategy development. The different levels of strategy are explained, and key tools for analysing the overall strategic environment (STEEPLED, 5-forces, strategic group analysis, competitive analysis, perceived use/value, portfolio analysis and TOWS) are provided. Participants are then required to apply these immediately to the business simulation. Tools for generating strategic options are explained (Porter's generic strategies framework, Ansoff's product/market framework, directional policy matrix, diffusion of innovation, lifecycle strategies). Participants are then divided into teams, representing one of four telecommunications organisations in a competitive market, and use the tools to begin exploring the strategic future options for their company.

### DAY 02 The Market Reality

To deliver future value to stakeholders, successful telecoms and media strategies must take account of the rapid changes taking place in the industry. After outlining the main ways in which value has historically been delivered by telecommunications organisations, Day 2 explores the latest research from Informa Telecoms & Media and highlights the key strategic forecasts and developments in networks, devices and digital services with their associated new KBIs/KPIs. This is followed by an in-depth look at possible business models available to players and the associated implications for strategic focus and implementation at organisational and functional level. During the afternoon, the financial implications of strategy are explained, including how strategic growth is funded and the likely financial outcomes of strategic direction and business model decisions (debt/equity funding, cash flow, balance sheet, income statement, value measurement, efficiency/effectiveness ratios and KBIs/KPIs). Participants then work in their teams to apply the concepts from Day 2 and begin to develop a strategic plan for their business simulation company.

### DAY 03 Implementing the Strategy

In many ways, strategic analysis and planning are the 'easy bits' of strategy. Successful implementation of strategy within real organisations is much more difficult, with issues such as corporate culture, leadership and change management often creating barriers. Day 3 explores ways in which these three areas can be improved, with a particular focus on the alignment of functional KPIs with business unit or corporate KBIs/KPIs that are in line with the overall strategic direction of the organisation. Participants are required to develop new KBIs/KPIs that are relevant to the strategic options that they have selected for their business simulation company at both corporate and functional level.

### DAY 04 Making it Sustainable

Creating and maintaining advantage over the myriad of different competitors in the telecoms and media industry is core to the long-term strategic success of an organisation. Day 4 begins with a thorough look at competitive strategy and the ways in which competitive advantage can be built and sustained (products, markets, resources/assets/competencies, functional strategies). Participants are required to consider internal and external sources of competitive advantage for their organisation in the business simulation. There follows a session outlining the key components of customer-centricity and the importance of an innovative approach to defining 'strategic' customers to build a sustainable business within the context of the changing communications environment. Finally, the participants contribute to a risk analysis and scenario planning exercise, during which the impact of major risks to organisational strategy are fully explored, alongside techniques for dealing with risk. The remainder of Day 4 is allocated to the participants in their teams to apply the concepts from the morning and to further develop their strategic plans for their business simulation organisation.

### DAY 05 Communicating the Strategy

Day 5 is dedicated to enabling the teams to complete their strategic planning process, ensuring that all aspects of strategic analysis, strategic options generation, strategic finance and KBIs, implementation and KPIs, sustainable competitive advantage, strategic customer definition and risk management are incorporated. Teams can then fine tune their strategy and prepare for presentations. Each team then presents its strategic plan to an equity investor in the afternoon, with full expert feedback and peer analysis ensuring that learning and development opportunities are maximised for the participants.

### ADVANCED BUSINESS SIM Advanced Business Simulation

- The business simulation is designed to be highly realistic and challenging and is an integral part of this programme. Four telecoms and media companies in a simulated market are required to develop a corporate strategy to compete for US\$2 billion of private equity investment; the teams must demonstrate that their strategy will realistically deliver a return on that investment in 3-5 years and that it can be implemented effectively. The investment is awarded to the team that demonstrates the greatest ability to apply the concepts from the course, to think and act in a strategic and innovative way, and to communicate the strategy effectively as a team. Delegates work on the business simulation throughout the week, applying the concepts and tools from the programme in a rigorous and structured manner, developing their strategic analysis and thinking skills to the highest level.

### Post-programme Implementation Plan

This document is designed to encourage individual participants to reflect on the knowledge gained during the programme and to find ways of applying the concepts to their own workplace. Delegates are asked to make notes on ways to improve strategic effectiveness in their own functional area, such as:

- New ideas to increase strategic value
- Things that should be stopped as they are detrimental to strategic value
- The contribution of those ideas to short- and long-term organisational value
- The associated KPIs
- Implementation requirements

'Precise, good material and excellent delivery' **FJ, Vodafone**

To book please telephone +44 (0)20 7017 5514 In-house training +44 (0)20 7017 4144

## Who should attend?

This programme has been designed to enable mid- to senior managers, future managers and specialists in telecommunications and related industries to develop and implement long-term strategies to deliver future business value to organisations and their stakeholders. Managers from all business functions will benefit from an in-depth exposure to the strategic imperatives of the entire telecommunications organisation. If you have previously completed a Telecoms Mini MBA this course is ideal for developing your strategic thinking skills further.

Previous delegate job titles include:

- Senior Managers
- Technical Directors
- Heads of Departments
- Strategy Managers
- Strategy Directors
- Pricing Directors
- Senior Sales Staff
- CEOs
- Heads of Network Planning
- Senior ICT Analysts
- Marketing Directors

## Programme format

**This programme is very interactive in nature and, structured around a series of presentations and discussion forums.**

It has been designed to deliver a good balance of knowledge and skills transfer, networking, creative thinking, and strategic business analysis.

Real-life examples and case studies are used throughout in order to maximise the relevance of the business analysis, and to help identify best business practice.

## Outcomes and competency development

**By the end of the course, delegates will be able to:**

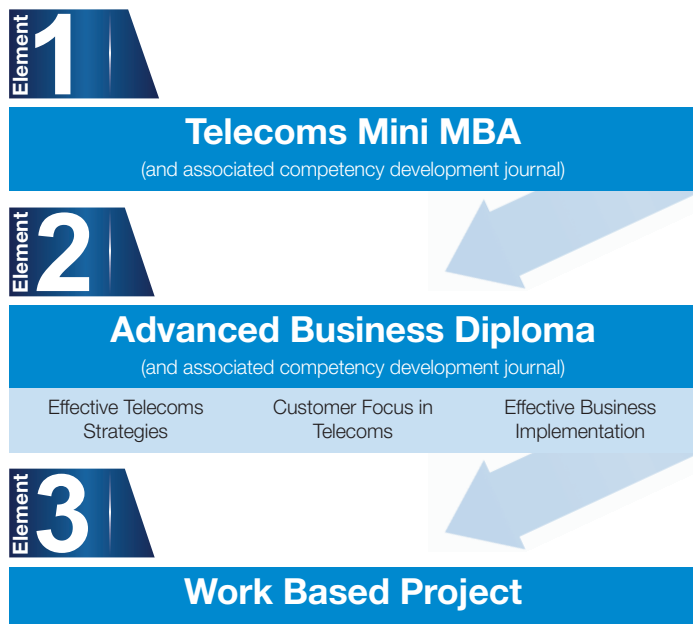
- > Identify the key sources of strategic value to communications and related organisations
- > Analyse the main strategic technology, market and business model trends prevalent in the converged communications industry
- > Evaluate the impact of these trends on service provider strategic positioning in the broader communications industry
- > Use strategic analysis skills to identify a sustainable ecosystem position for a communications organisation
- > Assess the suitability and viability of strategic business models and evaluate the strategic financing options available for a communications player
- > Assess the financial implications of strategic decisions
- > Determine how to optimise the funding of strategic choices
- > Outline new corporate KPIs required to implement new strategic objectives
- > Design cross-functional KPIs that are fully-aligned corporate KPIs
- > Determine and develop organisational and ecosystem-wide sources of sustainable competitive advantage
- > Identify innovative strategic customer segments and develop a long-term positioning for these customers
- > Assess key risks to strategy in the rapidly evolving communications environment and develop an appropriate response
- > Articulate a clear strategic vision and plan for a communications organisation
- > Discover their own leadership style and develop innovative thinking capabilities
- > Develop a solid strategic analysis skill set and strategic negotiation and decision-making capabilities
- > Become more confident in their contribution to strategic debate at senior level
- > Work with senior professionals from different backgrounds to enhance strategic decision-making and knowledge-sharing skills
- > Communicate complex strategic plans clearly to different audiences

## Postgraduate Certificate in Advanced Telecoms Management

An internationally recognised university qualification fully accredited by the University of Derby Corporate. It demonstrates your expertise in the technical and commercial operation of a modern telecoms organisation. All of the programme elements will equip you with the skill, knowledge and competencies to excel in a telecoms organisation.

Successfully complete the Effective Telecoms Strategies – Advanced Business Diploma, along with the competency development journal, and you will have completed Element 2 of the Postgraduate Certificate in Advanced Telecoms Management.

The Postgraduate Certificate in Advanced Telecoms Management is awarded on successful completion of three major programme elements. In order to qualify you must successfully complete the Telecoms Mini MBA and one other Advanced Telecoms Management programme (including the accompanying Competency Development Journals) in addition you must complete a final work based project.



## Fully accredited Telecoms Management Training Series



Enhance your career with an internationally recognised University Qualification

### What accreditation means

- **Quality assurance** – each course has been thoroughly audited by the University of Derby to ensure that the content and assessment procedures meet the high standards expected of the University
- **Gain University credit points** – successfully complete the Telecoms Mini MBA and associated assessments in order to build your points towards a University award
- **Upgrade to a recognised University qualification** – with further study and work based projects you'll be able to qualify for a University qualification
- **Provides a clear measure of progress** – accreditation and assessment mean you (and your employer) can be confident that you have the competencies to succeed

### About University of Derby Corporate

The University of Derby Corporate (UDC) is the Business to Business division of the University of Derby. UDC are working with a wide variety of organisations to develop and deliver work based learning programmes and accredited qualifications that support organisational improvement in areas such as customer service, innovation, leadership and management. Combining academic rigour and commercial experience, the University of Derby Corporate develop relevant and robust solutions that enable businesses to achieve progress through people.

'The whole course really brought to the fore how complex the telecoms environment is!' **AA, MTN**

# Programme

'Has helped considerably to broaden my knowledge of strategic management' **VS, Vodafone**

## Summary of the course

As part of our ongoing development process the content/running order of this programme is subject to change

DAY 1: Strategic Thinking	DAY 2: The Market Reality	DAY 3: Implementing the Strategy	DAY 4: Making it Sustainable	DAY 5: Communicating the Strategy
■ Setting the Scene	■ Telecoms Business Environment & Strategic Outlook	■ Corporate Culture	■ Creating Sustainable Competitive Advantage	■ Business Simulation – Strategic Development Plan
■ Tools for Assessing Strategy	■ New Business Models for Telecoms Players	■ Corporate Leadership	■ Managing Telcos' Strategic Market Position	
<b>Lunch</b>				
■ Tools for Developing Strategy	■ Finance as a Strategy Tool	■ Change Management	■ Risk Management and Scenario Planning	■ Business Simulation – Presentation
		■ Tools for KPI development	■ Business Simulation – Refining the Business Plan	
■ Business Simulation – Strategic Thinking	■ Business Simulation – Developing the Financial Business Case	■ Business Simulation		<b>5pm finish</b>

### DAY 01 Strategic Thinking

The course begins by setting out participants' and trainers' objectives and expectations for the programme, including requirements for commitment to and successful completion of the business simulation. A thorough briefing of the business simulation exercise that is at the heart of the programme is provided.

The rest of the day is devoted to bringing structure and rigor to the strategic planning process. The first formal session outlines the role and scope of strategy at corporate, business unit and functional level, and participants critically evaluate a range of strategy statements from telecommunications and related organisations. There follows a session that explores and explains fully how to apply a range of strategy tools to the telecoms and media environment. Participants work through a series of exercises using the business simulation that enables them to apply the concepts immediately to the simulated environment. The scope of the toolbox includes:

- **Tools for environmental and industry analysis:** STEEPLD (short-, medium- and long-term impact of environmental factors on strategy), Porter's 5 forces (industry structure and degree of competitive rivalry)
- **Competitor analysis:** strategic group analysis (direct and indirect competitors and likely future strategic moves), basis of competition
- **Customer analysis:** perceived use/value (alignment of offering with customers' value perceptions)
- **Portfolio analysis:** growth/share matrix (analysis of products in portfolio, identification of gaps)
- **TOWS analysis:** summary of external strategic threats and opportunities, aligned with internal weaknesses and strengths to establish possible future strategic direction

After lunch, the participants work with a range of tools to develop strategic options in a structured way for the business simulation environment, including:

- **Strategies for growth** (diversification, internationalisation, organic growth, M&A, partnerships, economies of scope, product development)

- **Strategies for consolidation and recovery** (cost-cutting, partnerships, disinvestment/divestment, outsourcing, economies of scale)
- **Porter's generic strategies** (cost leadership, differentiation, focus)
- **Ansoff's product/market matrix** (market penetration, market development, new product development, diversification)
- **Directional policy matrix** (divest, phased withdrawal, cash generator, double or quit, try harder, clear leadership)
- **Diffusion of innovation** (innovators, early adopters, early/late majority, laggards)
- **Lifecycle strategies** (introduction, growth, shake-out, maturity, decline)

### DAY 02 The Market Reality

The main focus of Day 2 is to consider how the communications and media market is likely to evolve over the next 3-5 years, to review the implications of those changes for the financials of the industry and the players, and to incorporate those factors into developing strategic options for the organisations in the business simulation. Using the latest, extensive research from Informa Telecoms & Media, the two interactive morning sessions include:

- **The telecoms business environment and strategic outlook:** stakeholder requirements; defining and measuring value in the telecoms industry; review of current telco KPIs and historic trends; forecasts and business outlook for networks (fixed and mobile), devices, and digital services; impact on customer behaviour and expectations; operator consolidation; the new telecoms and digital media industry; implications for future sources of strategic value for telcos and associated organisations
- **New business models for telecoms and media players:** what does it mean to be a telco; dumb pipe vs. smart pipe vs. full service provider business models; value chains, ecosystems and partnerships and inter-relationships between different players; revenue protection/ revenue creation/new revenue streams; digital operator profiles; new KBOs/KBLs and KPIs for telecoms and media players; strategic implications of business model choices

The afternoon session explores the strategic financial implications of corporate and functional strategic decisions, looking at key financial statements from telecoms operators and identifying the financial outcomes of strategy. The session then explains the funding decisions required for future growth and participants begin to consider new KBOs/KBLs and KPIs and develop dashboards that give a more accurate view of the organisation's progress towards strategic and financial objectives. The final session of the day requires participants to work in their teams to apply the concepts from Day 2 and begin to develop a strategic plan for their business simulation company.

### DAY 03 Implementing the Strategy

Even with the best strategic planning, implementation can make or break the success of any strategy. Many of the implementation pitfalls relate to legacy mindsets and processes, internal organisational issues such as leadership style, organisational culture and structure, and functional KPI alignment with corporate strategy. Day 3 is dedicated to exploring these 'soft' issues and finding concrete ways to overcome them by linking people directly to strategy, and includes:

- **Organisational culture:** the impact of culture on strategy implementation, circles of concern and influence, using behavioural KPIs to change culture, breaking the silos effect, KPI alignment, improving organisational effectiveness (80:20, achieving more with less)
- **Growing leadership:** leadership styles, using leadership to manage change, dealing with resistance
- **Managing and implementing change:** Kotter's eight step change model, the execution gap, corporate/functional/individual KBI/KPI dashboard development

As in previous days, all of these topics are applied to the business simulation through interactive discussion during the day. At the end of the day the participants have the opportunity to continue working in teams on their business simulation to incorporate new learning into their strategic planning.

## DAY 04 Making it Sustainable

The competitive and customer environment in the telecoms and media industry is rapidly changing. Creating and sustaining competitive advantage in relation to clearly-defined strategic customers in a proactive rather than reactive manner will be critical to long-term strategic success.

The first session examines in detail:

- **Identifying competitors:** current and likely future direct and indirect competitors and their sources of competitive advantage
- **The basis of competitive advantage:** strategic resources, assets and competencies, how to obtain and keep them, using partners to enhance competitive position
- **How to compete:** offensive, defensive and niche strategies, organisational alignment
- **Where to compete:** evaluating strategic market attractiveness, eliminating dead end businesses

The second session looks closely at how to manage the organisation's strategic market position and includes:

- **Strategic customer focus:** implications of customer-centricity in the telecoms and media industry, customer satisfaction, retention and loyalty drivers
- **Strategic markets:** news ways to define and select 'markets' and strategic customer segments for telecoms organisations in line with business model choices

- **Strategic segments:** an outline of the concept of segment-specific solutions design

The final formal session of the programme comprises a detailed risk analysis and scenario planning exercise, during which the impact of major risks to organisational strategy are fully explored by the participants themselves, alongside techniques for dealing with risk.

The remainder of Day 4 is allocated to the participants in their teams to apply the concepts from the morning and to further develop their strategic plans for their business simulation organisation based on the other sessions. Convincing the strategic investor that their plan is the one that will deliver the greatest long-term upside to the US\$2 billion equity investment is difficult and complex, and teams often stay until late in the evening to refine their ideas and present the most realistic and achievable strategic plan.

## DAY 05 Communicating the Strategy

The morning of Day 5 enables the teams to complete their strategic planning process, ensuring that all aspects of the programme are incorporated into their formal presentations. The investor is expecting to see the following aspects, all of which are included during the programme:

- **Vision:** strategic vision, with solid justification, clear sources of and routes to growth, innovation

- **Strategic analysis methods:** STEEPLED assessment, customer analysis, competitor analysis, application of toolbox
- **Value chain/ecosystem position:** clear identification of strategic purpose and relationships to other ecosystem players
- **Financial implications of strategic decisions:** sources of funding, impact on financial structure, new KBIs/KPIs
- **Sustainable competitive advantage:** sources of market-oriented sustainable competitive advantage, appreciation of competitors' SCA
- **Customer focus:** clear definition of strategic 'markets' and 'customers', outline customer proposition, segmentation approach, outline marketing and branding, overall customer focus
- **Assessment of strategic risks:** risk analysis (internal & external), scenario planning, responses to risks, robustness of strategy
- **Implementation:** operational processes, partnership requirements, people issues, leadership, change management, KBI/KPI alignment
- **Communicating the strategy:** clarity, confidence, teamwork, leadership skills, engagement, consistency

Each team then presents its strategic plan to the potential equity investor in the afternoon, and the investment is awarded. Full expert feedback and peer analysis is given to individuals, to the teams and to the group as a whole, ensuring that learning and development opportunities are maximised.

ADVANCED  
BUSINESS  
SIM

## Advanced Business Simulation

### THE BID: Convincing an equity investor to invest \$2bn in your business and with evidence of ROI

The chance to test ideas and direction through a comprehensive, thought-provoking and realistic business simulation in which you establish a strategic development plan and compete for market share in a rapidly changing communications market place.

Delegates benefit enormously from working with managers from other organisations and in different functions, enabling them to develop an holistic, cross-functional approach to strategy development.

Participants are placed into teams, of mixed experience and abilities, and asked to produce a strategic development plan for an existing telecommunications company. The overall aim is to maximise return on current and future investments, and to effectively position the operation for the future.

A full briefing is given, together with a comprehensive dossier that details the market in which the company is operating, its current financial and operating position, and its position within the wider competitive market. To add a competitive element and enhance learning, other participants will have been placed into teams to develop strategic development plans for other companies that are operating in the same market.

The business simulation is designed to optimise the learning and to provide an opportunity to test ideas and innovative strategic thinking in a simulated environment. Market conditions change during the week as the strategic plans are being developed – leading to a highly charged competitive business environment.

The teams are expected to thoroughly analyse their operation and then present their Strategic Development Plan to an executive commission on day 5. Feedback and peer review ensure learning opportunities are maximised.

## Effective Telecoms Strategies Advanced Business Diploma includes:

### FREE Report for delegates



Industry Outlook 2014, a strategic report from Informa Telecoms & Media that answers the most significant questions facing today's telecoms operators, equipment vendors and handset vendors as they seek to plan their strategy for 2014 and beyond.

### Telecoms Mini MBA Alumni Network – Lifetime Membership\*

Our global Alumni Network offers a wealth of networking opportunities within a diverse international community of senior telecoms industry executives, all connected by the unique shared experience of attending the Telecoms Academy business programme.

As part of the Alumni Network, you will join an exclusive club, in which you can readily share ideas and expertise with like-minded colleagues, for many years to come, via our online networking tool.

In addition, all Alumni Network members will regularly receive free online market information from Informa Telecoms & Media, the world's leading Telecoms industry research house.

\*Subject to terms and conditions available on application

'Changed my perception of the future of the telecoms market, I learnt new strategy tools and how to use them' **FA, Viva**

# Expert speaker facility

**Your team of presenters and facilitators are drawn from experts in their fields; technical specialists, management consultants and finance specialists. All the facilitators are highly accomplished business trainers who will work with you to ensure understanding throughout the five days. The faculty for each programme will be drawn from:**

**TONY WAKEFIELD** is Training Director at the Telecoms Academy. Tony started his career in telecoms in 1981 with British Telecom, and now heads up the Informa Telecoms Academy. He trains across a wide range of subjects, including in-depth engineering training, and as Programme Director on the Telecoms Mini MBA and more advanced programmes. Tony has a degree in Electronics and Physics from Loughborough University, and is a full Member of the Institute of Leadership and Management.

**ALAN MAYNE**, Training Manager, has a wealth of experience in telecommunications and IT – having previously worked for BT, DEC, and Ericsson, where he had responsibility for supporting the GSM Network roll-out for a UK operator. Alan was also Training Manager for the Ericsson UK training centre, moving to the Telecoms Academy in 2001. He presents on a range of technical and business courses, and has full responsibility for the Telecoms Mini MBA programmes.

**EDDIE CHAUNCY** studied at Cambridge University before training as a Chartered Accountant in practice, and spending over 15 years in senior financial roles for companies such as Microsoft, Ericsson and Telewest Broadband. While working with Ericsson's international telecoms training centre, Eddie became involved in a number of training programmes, and went on to specialise in helping others to develop their financial skills, particularly in the telecoms and hi-tech sectors. Since joining the Telecoms Academy team of associates, he has run courses around the world for a number of telecoms operators and technology companies. His courses are highly enjoyable, and his belief is that finance can be made fun and engaging for everyone.

**RICHARD CADMAN MA** is Director of a policy and regulatory affairs consultancy, specialising in the regulated sectors, especially electronic communications. His work has included market analysis, economic assessment of markets and advising firms on public policy and regulatory developments.

Richard's commercial clients have included incumbent operators, new entrants, start-up businesses, mobile networks and satellite operators. In the public sector, he has worked for local and national governments, independent regulatory authorities and the European Commission.

**SUE UGLOW** is a telecoms strategy and marketing specialist who oversees the Informa Telecoms Academy portfolio of marketing courses and is Course Director for the Effective Telecoms Strategy and Customer Focus Advanced Business Diploma programmes. She has worked with the Academy since 2007 and has delivered courses and workshops for Tier One operators in Morocco, Algeria, Egypt, Syria, Jordan, Dubai, Bahrain, Ghana, Benin, Nigeria, South Africa, Swaziland, Zimbabwe, Nepal, USA, Azerbaijan, Croatia and UK. She has an MBA from Henley Management College and is an experienced visiting lecturer on strategy, marketing and telecoms with UK business schools and universities. Sue was formerly a full time telecoms analyst with Ovum and Gartner Group, and continues to follow the market closely.

**DAVID MCNALLY**, Senior Telecommunications Trainer, began his career as a fully qualified Communications Officer and Senior Engineer with Cable and Wireless. Dave now oversees the Telecoms Academy's suite of advanced technology programmes, which includes LTE and WiMAX. His huge experience and knowledge, as well as his flexible and dynamic presentation skills mean he is also a very capable Programme Director on a range of telecoms management programmes.

**DAVE BOWLER** has an extremely strong telecommunications training background, having gained a great deal of experience managing training for Cable and Wireless and Mercury Communications. He focuses primarily on advanced technology and business programmes. Dave oversees the Telecoms Academy Distance Learning portfolio, but also delivers a very wide range of training

programmes to both technical and non-technical audiences.

**PAUL KILBY** offers over 25 years experience in Telecoms & IT. He has extensive management, regulatory and project experience, holding a BEng honours degree and an MBA (Cranfield). Paul effectively conveys technical and business concepts to his delegates, whatever their background. Specialising in Modern Business & Telecoms Networks, he has special technical interests within 3/4G Air Interface & Infrastructure, SS7 over IP, and HSPA.

**GRANT VERNON** has been an associate trainer with the Informa Telecoms Academy for five years, specialising in finance, leadership and management competencies within the telco sector; delivering training as part of the management development programmes for operators and vendors worldwide. Grant has delivered training to some of the biggest names in the Industry including Vodafone, MTN, Etisalat, Zain, and Vodacom, as well as other blue chip clients such as Arcelor Mittal, ABSA, Nedbank and Standard Bank, General Motors SA, NPC Cimpor and the South African Revenue Services. He has been delivering training for over ten years on both a public and company-specific basis, with excellent feedback received from delegates worldwide. He is also a guest presenter at four South African Universities and Business Schools.

**ALAN THOMPSON** is a Chartered Accountant with more than 10 years of experience in financial management of both listed and unlisted companies, as well as, more recently, advising businesses of all sizes in financial management. His clients range from the small individual entrepreneur to large enterprises with multi-million dollar turnover. Alan also presents numerous courses for the Informa Telecoms Academy, including Vodacom, MTN, Cell C and Vodafone and uses his informal, jargon-free style to pass important concepts to his audience with simple practical take-home application.

'Excellent course overall, one of the most useful I have attended' **BS, Viva**

'Course was positioned very well' **AR, Vodafone**

'Excellent strategy tools and applications used' **RO, MTN**

'The business simulation exercise was a very challenging and enjoyable experience' **SA, ICT Qatar**

'Very good, it contains real life examples that enrich my knowledge' **JS, Viva**

'Excellent useful course with lots of tools relevant to today's telecoms environment' **RA, MTN**

**The Informa Telecoms Academy is a part of Informa Telecoms & Media. It specialises in high-quality training for the telecoms industry – both business and technology – in a variety of formats including instructor-led and distance learning.**

**Telecoms Academy**

TRAINING EXCELLENCE

To find out more about the Telecoms Academy please visit our website

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or call on **+44 (0)20 7017 4144**

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telecoms & media

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