TelOne
CENTRE FOR LEARNING

Course Date: 30th May - 3rd June

A University Accredited
Telecoms Management Training Programme

TELECOMS

Developing and aligning competencies for organisational success

MINI MBA

Successful completion of the programme will bring the following

ten benefits

one
Build value and **greater efficiency** within your organisation through greater innovation

two
Practically apply and **implement** best practice within your own business

three
Impact strategic debate at senior level

four
Contribute more actively to strategic, technology, financial, management and marketing decisions

five
Identify key technologies and fully recognise their impact including limitations, capabilities, implementation options and business opportunities

six
Develop new business models and competitive advantage in order to maximise profit and return on investment

seven
Evaluate and critically appraise your organisation's position in the market and potential future growth strategies

eight
Discuss with confidence current and emerging dynamics of the telecoms market

nine
Effectively communicate confidently complex ideas to ensure **consistency** throughout the organisation

ten
Confidently develop strategic business opportunities and make better **investment choices**

Rapidly develop your competencies in the following areas:

- **Strategy and Business Environment**
- **Technology**
- **Finance**
- **Leadership and People Management**
- **Marketing and Customer Focus**

UNIVERSITY of DERBY
CORPORATE

Who should attend?

This programme is designed for mid to senior managers, future managers, specialists, identified talent and directors from all functions within the telecommunications sector. It has been developed for those whose time is limited and who work in critical roles or situations where a lengthy period away for study is not possible. The Telecoms Mini MBA also provides an ideal opportunity to develop the organisation's talent pool and support succession planning.

Why should you attend?

Attending the Telecoms Mini MBA from Informa will ensure you:

- ACHIEVE A BETTER understanding of your people, your products, and your business – giving you an unparalleled view of where your organisation stands, its strengths and future growth opportunities
- HAVE A SOLID platform on which to make strategic, technical, financial and management decisions that are reliable, well grounded and commercially viable
- GAIN A CLEAR picture of the telecommunications market and its future direction, with forecasts, timelines and analysis from the experts
- ARE FULLY VERSED in fixed, mobile and convergent network technology and the reasons behind its adoption, its strengths, weaknesses and limitations
- LEARN BEST PRACTICE leadership techniques and how they can be applied within the telecoms industry
- ARE FULLY EQUIPPED to take on new challenges and progress within your organisation
- GAIN LIFETIME MEMBERSHIP to our Telecoms Mini MBA Alumni Network. You will join an exclusive club, in which you can readily share ideas and expertise with like-minded colleagues via our online networking tool

99% of our delegates

from the past 12 months rated the **Telecoms Mini MBA** as **EXCELLENT** or **GOOD**

DELEGATE RATING

71.6%	**Excellent**	279
27.3%	**Good**	107
1.1%	**Fair**	5
0%	**Poor**	0

"The entire sessions were great, very informative and cover the entire spectrum on how a tele company is established and run… The simulation gave a chance for me to test knowledge attained in the course fresh from sessions… Great people – experts… Had a great learning experience – I am fully geared up to contribute in our Opco…. Great Course!! Thank you." **OT, Swazi MTN**

"The most informative experience, learning by doing." **GS, Vimpelcom**

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 Telecoms Mini MBA , along with the competency development journal, and you will have completed Element 1 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.

Element 1

Telecoms Mini MBA
(and associated competency development journal)

Element 2

Advanced Business Diploma
(and associated competency development journal)

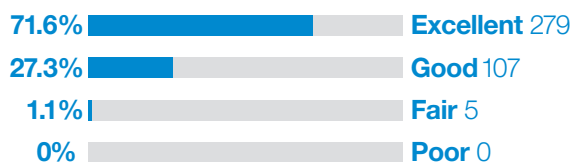| Effective Telecoms Strategies	OR	Customer Focus in Telecoms	OR	Effective Business Implementation

Element 3

Work Based Project

Fully accredited Telecoms Management Training Series

UNIVERSITY of DERBY
CORPORATE

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 credits** – 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.

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Unique benefits of the Informa Telecoms Mini MBA

- Join thousands of top Industry Professionals who have already taken the Telecoms Mini MBA challenge – significantly improving their contribution their own business, as well as greatly benefiting their own career development
- Complimentary Telecoms Industry Outlook report covering hot topics and major issues affecting the industry
- Competency Development Journal (optional) ensures the learning is APPLIED to your own role and your own organisational context – (Comprising of additional on-line modules and competency development tasks, to be completed within two months of the Telecoms Mini MBA end date)
- Post-course support provided as standard – ensuring key personnel have the resources to maximise their competency development, via:
  - Telecoms Virtual Campus, providing a wide range of training, information, and intelligence resources from Informa Telecoms

Academy and the Ovum Research Team – with notifications of significant additional content
  - On-going access to trainers and experts via LinkedIn, or direct via email
- Hardcopy and softcopy (colour) fully illustrated course notes provided
- Locations and times to suit you – an extensive public schedule ensures training is provided in different locations worldwide on a regular basis
- Excellent networking opportunities – discuss issues and explore ideas with like-minded professionals both throughout the programme and as part of the Telecoms Mini MBA Alumni

"AWESOME!" This week gave me the opportunity to learn new concepts / technologies, as well as a refresher on others like finance."

"WONDERFUL Blend of technology, strategy, marketing and financial topics."

The Telecoms Mini MBA programme format

This programme is highly participative, focusing on real business, technology and industry issues.

The programme is designed to give you a critical understanding of the key competency areas required for success within the telecommunications industry – enabling you to make more informed and commercially viable strategic decisions. The business simulation is the vehicle through which we maximise the competency development and ensure ideas on strategic implementation can be tested and appraised.

The programme is made up of modules from five main competency areas, as well as the comprehensive business simulation:

1 Strategy/business environment
2 Emerging technologies
3 Finance
4 Leadership and management
5 Marketing/customer focus
PLUS Unique Business Simulation

Competency Development Journal (CDJ)

After the programme, the **OPTIONAL** Competency Development Journal can be used to ensure you consolidate the learning and apply it directly to your own organisation and role. The CDJ is an on-line programme of additional learning, consolidation and reflection that lasts for 8 weeks, covering the five major competency areas. Some parts of the CDJ are mandatory for the University of Derby Corporate award.

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
■ Welcome & Business Simulation Introduction	■ Telecoms Technologies – The Emerging Picture	■ Leadership & People Development	■ 21st Century Telecoms Marketing and Competitive Environment	■ Business Simulation: Bringing it all Together
■ Telecoms Business Environment		■ Leading Successful Change	■ Service Delivery and Supporting Systems	
■ Telecoms Industry Outlook	■ Corporate Finance	■ Energising & Inspiring People	■ The Role of Regulation	■ Delegate Presentations – Sharing the Business Case
■ Business Simulation: Teamwork		■ Leadership Styles	■ Business Simulation: Preparation	■ Award of Licence & Review Session
Free Evening	■ Evening: Business Simulation	■ Evening: Business Simulation	■ Evening: Business Simulation – Developing the Strategy	**Finish 5pm**

KEY ■ Strategy/business environment ■ Technology ■ Finance ■ Leadership and management ■ Marketing/customer focus ■ Business simulations, presentations and prep

The programme in detail

■ 1 Strategy/business environment

Sessions that cover up-to-the-minute industry information and analysis. These sessions combine to give a breakdown of where the telecoms industry finds itself in 2015, with a comprehensive look forward at where it is going, with forecasts and timelines, as well as regional analysis. Factors that affect the operator business model and strategy are covered in some detail.

- Telecom industry trends and forecasts
- Industry structure and services
- Current and emerging strategies

■ 2 Technology

No-nonsense sessions which demystify the telecoms network (fixed, mobile and converged). Covering existing and emerging technologies, these modules ensure you are much better equipped to make more confident and commercially grounded decisions and technology choices as your own organisation evolves and grows. Attention is paid to the user experience and service proposition, access schemes and core network technologies; service delivery options; and support/network requirements. The focus is very much on technology as an enabler.

- Technology evolution and developments
- Network building blocks and support systems
- Network infrastructures

■ 3 Finance

Bringing financial considerations into every business activity. A rapid, thorough and uncomplicated look at all the essential financial techniques used in modern telecoms. From making sense of the three principle accounting documents to assessing financial KPIs, these modules provide an ideal toolkit of knowledge and skills for any manager.

- Understanding corporate finance and accounting
- The principle financial accounting documents
- KPIs – assessing performance

■ 4 Leadership and management

The essentials of good management and leadership. Comprehensive and focused, these highly practical interactive sessions provide an opportunity to enhance your management and leadership skills, providing a solid foundation to drive change and improve standards in any organisation.

- Leadership skills and techniques
- Managing change and business relationships
- Implementing plans and maximising performance

■ 5 Marketing/customer focus

Thought provoking sessions that put the customer proposition and experience sharply in focus. Although the customer offering is at the heart of most topics during the programme, these sessions take a more formal and thought-provoking look at marketing and customer expectations. From branding to pricing, and segmentation to service offerings, a range of essential customer-focused topic areas are covered, before a broader look at competitive advantage and operating in a competitive market place. The role of the regulator in driving the competitive environment is also looked at in some detail.

- Marketing and the customer proposition
- Competitive advantage
- Operating in a competitive environment
- Telecom regulation

■ PLUS Business simulation – Island Telco 2015

A unique practical and interactive business simulation running throughout the programme. This unique business simulation runs throughout the five days, and offers the opportunity to test your ideas in a simulated environment. Working in small teams, you will consider and evaluate all the major aspects of setting up and running an effective telecommunications company – from initial conception, through market testing, regulatory considerations, overall strategy, telco structure, customer proposition, service offerings, technology choices, timelines, cost analysis, profitably. Feedback and discussions ensure maximum learning value is achieved.

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

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Programme

DAY 1

M1 — Welcome and Business Simulation Introduction

This initial session sets the tone of the week, including the overall programme objectives, timing and administration, the speakers, and what is expected. Delegates find out about each other and meet their team members.

The business simulation is also introduced in detail. The scope, format and expectations are set out to ensure each team is fully aware of the requirements, and that each participant can ensure they maximize the learning opportunity throughout the modules.

M2 — The Telecoms Business Environment

A comprehensive look at the evolving telecoms business world – from shareholder to customer, and all that lies between.

This module sets the scene for the rest of the week, and covers key elements of the business environment in which telecoms companies find themselves. The view of shareholders, telecom operators, vendors, service providers, and very importantly, the customer, are all examined. The changing (and increasingly complex) interrelationships between the different players are discussed.

- Shareholder Requirements
- Business goals
- Overall aims of the Telco
- Spectrum
- Infrastructure
- Role of vendors
- The MVNO Case
- The Service Proposition
  - Basic services
  - Advanced services
  - The Internet and third parties
- What's involved and how do they do it?
- Procedures
- User Experience
- What does the customer get…?
  - The Handset Experience
  - The Network Experience
  - The Overall Experience
- What does the customer want?
  - Segments – Examples
    - Heavy Voice Users
    - Texters
    - Corporate
    - Technophiles
  - Meeting the Customer Requirements
    - Quick Fixes
    - Intermediate Fixes
    - Difficult/more complex options

M3 — Telecoms Industry Outlook – 2015

Many challenges and opportunities face the ever-changing telecoms industry over the next few years, and this module provides a comprehensive analysis of the current situation, as well as predicting future trends, growth markets and technologies – and the strategies that are likely to be employed. The aim is to provide a clearer picture of the way ahead – enabling more informed decisions and choices. The information is drawn from Informa's vast market intelligence resources.

- Fixed broadband trends
- Mobile broadband trends
- Business Models
- Partnerships
- Smart Devices
- M2M and Connected Devices
- Network and IT Trends
- Digital Services
- Spectrum Issues

▌ BUSINESS SIMULATION
MAKING SENSE OF THE TASK

Teams are asked to assimilate their understanding and begin to research the requirements for a successful licence bid.

DAY 2

M4 — Telecoms Technologies – The Emerging Picture

With telecom technologies changing rapidly, there is a need to thoroughly understand the capabilities, limitations, and implications as each new system is adopted. This module sets out the emerging picture logically – tackling the building blocks first, before looking at the different access and core network systems in more detail.

The picture is built up from the basics to include the way in which the different technologies and elements interact to provide the overall user experience. For the mobile technologies, we concentrate on the 3GPP family, and the evolutionary path through GSM, GPRS, EDGE, 3G W-CDMA and HSxPA, and onto LTE and also including WiMAX. Interoperability, compatibility, and roaming scenarios are all illustrated.

- Technology Options
- Current and Future Implementation
- Network Building Blocks
  - Network Architectures
  - Connecting it all together
- Mobile and Mobile Broadband
  - 3GPP (GSM) Family
  - Alternative Access (incl. Wi-Fi)
  - HSPA
  - HSPA+
  - LTE
- Fixed
  - Access Schemes
  - DSL Technologies
  - Cable
  - FTTx
- Convergence
  - Technologies
  - NGN and IMS
- WiMAX
  - Capabilities
  - Implementation
  - Technology

M5 — Corporate Finance

This module uses a market-oriented approach to assess major areas of applicable financial knowledge. It provides the tools to allow telecom executives to develop their financial awareness, and to apply their skills and knowledge as they develop new service propositions, or manage busy departments. It better places each participant for survival in the competitive environment of modern telecommunications.

THE BUSINESS FINANCE CYCLE
- Identifying the flow of funds in a commercial business
- Determining the factors influencing the sourcing of finance

CAPITAL STRUCTURE
- Implications of financial risk
- The relationship with operational risk

ACCOUNTING DATA AND ITS USE IN CORPORATE CONTROL AND PLANNING
- The two principle documents
- Balance sheet
- Profit and loss account
- Putting it all together using the published accounts of a major telecoms organisation

CASH FLOW
- Tracing the vital flow of cash through every channel of business activity
- Cash being the one certain fact in the whole mix

COST/VOLUME/PROFIT ANALYSIS
- The strategic trade-off of volume and price
- Contribution analysis
- Profit value relationship

CAPITAL BUDGETING – THE CRITICAL AREA OF IRREVERSIBLE INVESTMENT
- Appraisal techniques
- The capital asset pricing model (CAPM)

▌ BUSINESS SIMULATION
DEVELOPING THE BUSINESS FRAMEWORK

Teams start to develop their business proposition by considering both financial aspects and the technology on which the business is based. This will be further developed as the week progresses.

DAY 3

M6 — Leadership and People Development

So, what does it take to be an effective leader in today's telecommunications environment – a world of continuous change and constant challenges?

This day long module is designed to optimise your effectiveness as a leader. It explores how you can use your management and leadership style as a strategic tool to align your organisation's culture with its strategic business objectives – whilst building support for your projects.

The programme looks at real world leaders and examines how they achieve the results that they do. It

also looks at your existing level of competency in core leadership areas and provides feedback on your leadership style. We explore leadership in the real world, with a focus on overcoming resistance to change, dealing with politics and the dynamics of power distance.

FUNDAMENTAL CONCEPTS ABOUT EXECUTIVE LEADERSHIP

- Personal development and leadership development in the context of organisational growth, success and decline
- The relationship between leadership and management?
- The core competencies of effective executive leadership and how you measure up
- Your personal executive leadership strengths and areas for development

LEADING SUCCESSFUL CHANGE

- How to anticipate the need for change
- How to create the conditions for change
- Why people resist change and the strategies for handling this resistance
- The main steps for leading successful change efforts
- Case studies in leading successful organisational transformation and what we can learn

THE LEADER'S ROLE IN ENERGISING AND INSPIRING PEOPLE

- Inspiring others and talking the talk
- Building personal credibility and walking the talk
- Building and sustaining trust
- Energising the organisation through real empowerment

LEADERSHIP STYLES

- The performance dimension of leadership
- The four styles of performance leadership, how and when to use them
- Your own performance leadership style profile and its implications for the challenges you face
- Which styles do you need to develop

BUSINESS SIMULATION
BUILDING A FRAMEWORK FOR SUCCESS

Teams are asked to develop their people strategy in order to ensure they are able to deliver on their strategic plans and goals.

DAY 4

M7 **21st Century Telecoms Marketing and Competitive Environment**

Ensuring the provision of a viable and competitive customer proposition is vital to the success of a telecoms operator, and in turn, the telecoms vendors (handset and network), and service providers. A key element of ensuring that success is communicating the proposition effectively. This module provides useful insights into marketing and positioning strategies employed within the telecommunications industry. We focus on assessing that the right products are developed within different market

environments, and that marketing communications are effective, focused and timely.

This module also looks at building and maintaining sustainable competitive advantage in a dynamic environment depends on clearly identifying and meeting customers' strategic requirements profitably. This session briefly looks at how to identify and put in place sources of competitive advantage.

- Marketing principles
- Marketing channels
- Positioning
- Segmentation
- Branding
- Promotion
- MVNOs
- Sources of competitive advantage
- Building market-based sustainable competitive advantage
- Measuring strategic effectiveness

M8 **Service Delivery and Supporting Systems**

As the service mix becomes increasingly complex (and IPcentric), effective service delivery and support systems become increasingly important. This module looks at the issues of service implementation, provision, control, and billing.

Both the Operational Support System (OSS), and Business Support System (BSS) are examined, including the evolving techniques used in modern Billing systems and CRM platforms.

- The Service Mix
  - Fixed
  - Mobile
  - Convergent
- Delivering the Service
  - IN and Camel
  - IMS for service delivery
  - Service delivery platforms
  - Location Based Services
- Content Delivery
  - Delivery TV services
  - Content delivery networks
- Application Stores
  - Platforms
  - Ecosystems
- Supporting Service Provision
  - OSS
  - BSS

M9 **A Competitive Landscape – The Role of Regulation**

We then examine the role of Regulation – firstly the purpose and implications of regulating the competitive environment (and any possible unfair competitive advantage), followed by the wider requirements of providing telecommunication services in developed or developing economies. Finally, we take a more detailed look at the key players, licensing, and the key challenges.

- The requirement for regulation
- Benefits and implications of regulation
- Key players in regulation
- Licensing
- Key challenges

BUSINESS SIMULATION
DEVELOPING THE STRATEGY

Time is set aside for teams to further develop their strategy to ensure they are fully focused on the needs of the customer in the context of the wider business strategy.

DAY 5

BUSINESS SIMULATION
BRINGING IT ALL TOGETHER

Delegate team presentations

REVIEW SESSION

This section is used to review the bid presentations – providing valuable feedback and a critical appraisal. It is facilitated by the programme speakers.

THE BUSINESS SIMULATION

Telecoms Business Simulation – Island Telco 2015

The unique Island Telco 2015 Business Simulation runs throughout the week – acting to tie each of the modules into the bigger picture in a practical and interactive way. As we deal with each major aspect of telecoms throughout the week, Island Telco 2015 allows you to test your ideas and understanding in a simulated environment, maximising the opportunity for learning, whilst developing a much more complete picture of the telecoms environment.

Working competitively in teams, you are asked to develop a business plan to run a converged telecoms operation on a Caribbean Island – presenting your plans to a license commission on day 5 in order to win the license to operate. All the major aspects of telecoms need to be considered and developed within the simulation, including:

- Overall strategy
- Financial aspects
- Leadership and people management
- Competitive landscape
- Customer proposition
- Marketing and positioning
- Technology choices
- Rollout and launch

Whether you work for a telco, vendor or service provider, the Island Telco 2015 Business Simulation provides an extremely effective environment in which to build your understanding of your customers, your organisation, your people, and your place in the competitive telecoms landscape. Expert reviews, feedback and discussions ensure maximum learning value is achieved.

"Brilliant practical concept…"

SS, SWAZI MTN LTD

Customised In-house Telecoms Mini MBA and Business Training

Although we provide effective and balanced Telecoms Mini MBA programmes, we also recognise that individual organisations have their own particular focus and requirements. Our unique modular scheme allows you to create a cost-effective programme that meets your precise needs – and delivered at a venue of your choice. Each unique programme will incorporate modules of your choice – dealing with industry direction, commercial/business issues, leadership, finance, technology, economics, marketing and strategy (amongst other topics) – making the whole experience as relevant as possible to your organisation. Throughout the process you will be guided by your account manager and one of our experienced training developers who will ensure that we produce and deliver a course that exactly matches your needs.

In-house Programmes

- Programmes can be fully customised to meet exact requirements
- Allows for discussion of real issues affecting the business in a candid and constructive atmosphere – facilitated by real experts
- Flexible delivery options to meet exact needs of our customers – with blended learning an option, incorporating on-line Webinar or Tutorial options, as well as Distance Learning modules and on-line multimedia learning
- Post-course support provided as standard – ensuring key personnel have the resources to maximise their competency development, via:
  - Telecoms Virtual Campus, providing a wide range of training, information, and intelligence resources from Informa Telecoms Academy and the Informa Ovum Research Team – with notifications of significant additional content
  - On-going access to trainers and experts via LinkedIn, or direct
- We can fully customise the Competency Development Journal to ensure participants are able to APPLY the training directly to their own context
- Post-Course evaluation summaries provided as standard for In-house programmes
- Dedicated support staff and logistical procedures to ensure smooth running of the programmes, and to make sure Training Departments are fully supported before, during and after the training
- Both pre-course and post-course on-line testing can be added
- Informa Telecoms Academy can help with internal Marketing in order to help maximise return on training investment

To discuss your specific requirements please contact **Helen Robinson** on: **+44 (0)20 7017 4837** or email: **helen.robinson@informa.com**

Here are some of the 350 companies worldwide whose executives have attended the Telecoms Mini MBA

Operators
Afghan Wireless Communication Company
Areeba
Armentel
Asiacell
Astrid Nv Sa
Atheeb Telecommunications
Atlantique Telecom
Azercell Telecom
Bahrain Telecoms
Bakcell
Banglalink Sheba Telecom
Baud Telecom
Belgacom
Botswana Telecommunications
BT
Bulletin Wireless
Cable & Wireless
Celcom Malaysia
Cell C
Celtel
Cosmote
Deutsche Telekom
Docomo Europe Ltd
DU Telecom
Econet Wireless
Etisalat
Fastlink
Flora Telecom
France Telecom
Gamcel
Geocell Ltd
Globe Telecom
Golden Telecom
Grameen Phone
Grintek Technologies
GSM Kazakhstan
Jersey Telecoms
Kpn Mobile
Kyivstar GSM
Malaysian Mobile Services
Mascom Wireless
Mauritius Telecom
MCEL
Meteor Mobile Communications
Mobilink
Mobilink GSM
Mobiltel
Mobily
Mobinil
Mobiserve
Moldcell
MTC
MTN
MTS Mobile Telesystems
Nashua Mobile
Nawras Telecom
Net One Cellular
New Telecom
Next Mobile
O2
Oman Mobile

Omani Qatari Telecommunications
Omantel
Orascom Telecom
Pakcom
Palestine Cellular Communications
Polkomtel
Qanawat Telecom
Roshan
Safaricom Ltd
Saudi Telecom
SK Telecom
Supercell
Telecel
Telecom Namibia
Telefonica Movil
Telekom Slovenije
Telenor
Telesis Communication & Security
Teliasonera Denmark
T-Mobile
Turk Telekom
Turkcell
Ufone
Uganda Telecom
Umniah Mobile Co
Unitel
Verizon
Vodacom
Vodafone
Warid Telecom
Wataniya Telecom
Westcom Wireless
Wind Telecom
Zain

Vendor
Airwave Solutions
Billpro Software
CGI Information Systems
Cisco Systems
Ciscom
Citex
Comverse
Digital Bridge Institute
DMC Stratex Networks
EMC Computer Systems
Ericsson
Evolving Systems
Hewlett Packard
IBM
IntelITS
LG Electronics
LogicaCMG
Lucent Technologies
Mauto Systems
Merryworld Technologies
Microsoft
Motorola
Nortel Networks
Oracle
Research In Motion
Saudi Networkers Services
Siemens

Sony Ericsson Mobile
Springcell Integrated Technology
Sun Microsystems
Suntel Ltd
Symbian Software
Texas
Vee Networks

Government/Regulator/Industry Association
Bureau Telecommunication & Post (Netherlands Antillies)
CANTO
Comision Federal De Telecomunicaciones (Mexico)
Commission for Communications Regulation (Ireland)
Communications Authority (Zambia)
Council For Electronic Media (Croatia)
Federal Airport Authority of Nigeria
Independent Communications Authority of South Africa
Ministry of Foreign Affairs of Denmark
Ministry of Interior – National (Saudi Arabia)
Ministry of Posts & Telecommunica
Ministry of Telecoms & IT (Saudi Arabia)
Nigerian Communication Commission
Telecom & IT Regulator
Telecom Development Company Afghanistan
Telecommunications Regulatory Authority (UAE)

Other
Atos Origin
Barwa Real Estate
BBC
Carphone Warehouse
Cinenews Ltd
Deloitte Business Consulting
Detecon
Ernst & Young
First National Bank
Harris Stratex Networks
Mckinsey & Company
Neoconsult Aps
Stratex Networks
Thales Training & Consultancy
Thames River Capital
The Number UK
Universal Service Provision Fund
Qatar Petroleum

"Very interesting, made me think out of the box." **OO, Harris Stratex**

"A very professional course delivered by a very professional organisation." **MA, Orascom Telecom**

"Great learning experience." **VK, Vodacom**

"Brilliant – will most certainly add value in my journey moving forward." **AR, MTN**

"This is an excellent comprehensive training course giving a clear idea of the telecoms industry." **GS, DU**

"Very useful and so much related to my job!" **LA, Zain**

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Expert speaker faculty

Your team of presenters and facilitators are all experts in their fields, including 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.

PROGRAMME DIRECTORS

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.

Dave 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 means he is also a very capable Programme Director on a range of telecoms management programmes.

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, & HSPA.

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 nontechnical audiences.

Sue Uglow is a strategy and marketing specialist who oversees the Telecoms Academy portfolio of marketing programmes. 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 has also been a full time telecoms analyst with Ovum and Gartner Group, and continues to follow the market closely.

Paul O'Leary is a highly experienced and professionally qualified Training and Development professional. His expertise lies in an ability to quickly assimilate, present and articulate the capabilities of technology into the business benefits to be gained by customers. This calls for an agile and flexible approach in understanding both the technologies and the customer's requirements. The experience gained throughout his career, working for BT, Rockwell and Cisco Systems, enables him to enhance his training delivery with many anecdotes and real life examples which add real credence and gravitas, thereby enriching the learning experience for his delegates.

PROGRAMME PRESENTERS

Helena Boschi has worked as an organisation specialist for sixteen years with companies including British Airways, Cable & Wireless, Royal Bank of Scotland and Accenture focussing on leadership, cross-cultural communication and teamwork. Helena brings a depth of research and knowledge to her programs but focuses on the practical, enabling participants to apply concepts and ideas to their own organisational environments.

Stephen Brookson specialises in the provision of tailored finance training. He qualified as a chartered accountant in 1980 with KPMG and, after a period in industry, joined a leading organisation in the provision of training for chartered accountants in practice. He then joined Ernst & Young for a number of years as a consultant. An independent consultant – he develops training in the public and private sectors.

Alan Thompson is a Chartered Accountant with more than 10 years of experience in the financial management of companies, as well as advising businesses of all sizes in financial management. Alan's speciality is talking to businesses in language they can understand, and in making the financial information relevant to the individual businesses. He ensures that the business owners know what they need to know about their business, and makes sure that they have the tools to manage their businesses effectively and uses his informal, jargon-free style to pass important concepts to his audience.

Eddie Chauncy studied at Cambridge before training as a Chartered Accountant and spending over 15 years in senior financial roles for companies such as Microsoft, Ericsson and Telewest Broadband. Initially working with Ericsson's international telecoms training centre, Eddie specialised in helping others to develop their financial skills, particularly in the telecoms and hi-tech sectors. He runs highly enjoyable and engaging courses for telecoms operators and technology companies as part of the Telecoms Academy Team.

Chris Dickin was trained as a management accountant with the Rolls-Royce aerospace division in Derby, UK. Academically, he qualified as a professional accountant and gained a Masters degree in financial control. Practically, he has a wide experience of industry and commerce including senior positions in the finance function of several major companies.

Gordon Raitt is an international management consultant specialising in the development of effective relationships at all levels within an organisation. He has almost 20 years experience designing and delivering programmes that focus on leadership, motivation, teambuilding and the development of customer lifetime value.

Mike Walshe has worked in Employee Relations, HR and general management in a range of companies for twenty five years specialising in leadership development and performance management. In 2001 he set up his own practice and has been retained by a number of businesses to work with their senior management teams. His open and enthusiastic style, practical approach and use of easily applicable tools and techniques ensure that learning is highly relevant and motivational.

Grant Vernon is an accountant turned corporate speaker and trainer who specialises in teaching financial intelligence. His expertise is facilitating complicated financial and management theory into simple, immediately implementable concepts. He is the author of two popular finance books, a founder member of the Professional Speakers Association and is also a guest presenter at several Universities and Business Schools.

"Highly professional and superb knowledge of the material" **AG, Bakcell**

"Great and interesting presentation skills" **NT, Silknet**

"Excellent professionals, flexible and adjusting to the audience" **AG, ECO**

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