

Telecoms & Tech Academy

**DRIVING
COMMERCIAL
PERFORMANCE IN
TELECOMS
& TECH**

Format:
Classroom

Duration:
5 Days



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COURSE SUMMARY

COURSE HIGHLIGHTS

Driving Commercial Performance in Telecoms and Tech is an executive development programme designed for mid to senior managers who may be struggling to achieve targets and project deadlines and who need an effective plan to cut through the chaos and deliver shareholder results within the financial year.

The fully participative programme contains highly interactive facilitation, discussions, case study methodology used by top international business schools and many practical exercises including an opportunity to study your own companies systems and processes.

Organizational alignment, accountability, and a results orientation are stressed in each session and all the sessions are hands-on practical sessions designed to create not theory, but practical, business building plans and skills.

The course is ideal for team leads, managers and senior managers who need to add value to the business, achieve targets and deliver results fast.

COMPLETION OF THIS PROGRAMME WILL ENABLE DELEGATES TO:

- Develop strategies to deal with declining margins and reduced profits with the teams and resources they have available now
- Deal with the struggle to monetise sunken capex costs and optimise the “sweating” of existing assets
- Create new revenue streams and profitable partnerships
- Improve agility, speed to market and profitable innovation
- Enable culture change to break down silos, improve service reliability and improve customer centricity
- Develop suitable solutions that simultaneously answer consumer demand and support tech innovation using converged platforms
- Focus strategy to manage disruption, monetize new opportunities and harness the power of OTT players
- Improve the agility of operations and redefine value proposition by learning to move fast to experiment with innovative service offerings
- Learn to quickly create new strategic offerings that are relevant to customers, offering them distinctive services and experiences with real value.

COURSE DELIVERABLES AND OUTCOMES

The programme will assist with training, motivating and developing your senior managers to become more results driven and outcomes focussed, and more specifically, assisting with the creation of an integrated plan to develop the companies vision, values and strategic objectives and turn them into concrete short term results while at the same time promoting leadership, teamwork improved project management and better strategic implementation.

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Book via email: training@telecomsacademy.com

COURSE OVERVIEW

INTRODUCTION

The rapidly changing landscape of modern communications presents major challenges for all players in our industry. In today's increasingly competitive environment, leaders in specialist roles need to have more commercial awareness and responsibility to effect digital transformation. With constant change and disruption, there are many challenges, including diminishing revenues and margins that can make the way ahead a little uncertain. The training will assist telecoms managers to understand their company's strategy and how they can contribute to long term success and growth with tangible deliverables and KPI's aligned to financial targets and stakeholder value creation.

This high impact management development programme will empower your senior specialists and management to be more decisive and develop their business acumen and strategy to deliver clear and measurable business results with a clear understanding of how to focus on the critical business issues needed to support their role within the transforming telecoms operator.

Delivered by experienced facilitators and experts, and based on industry data provided by Ovum, the programme develops a good balance of knowledge and skills - including, strategic planning and business analysis, creativity and strategic thinking.

THE PROGRAMME DEVELOPS COMPETENCIES IN:

- Developing Effective Strategies for delivering on quarterly and annual targets
- Use of Practical Strategy Tools for immediate results
- Managing the Dynamic Business Environment for short term growth
- Aligning Business Drivers for profitability and growth.
- Developing sustainable Competitive Advantage
- Linking Finance & Strategy to achieve results
- Improve Risk & Scenario Planning
- Link individual and team decisions with short term executive initiatives and medium to long term group strategy.
- Increase employee engagement and focus
- Drive focussed implementation and growth
- Break down silos and align key business priorities and developing group and individual cross functional action plans to drive and deliver results.

This demanding and comprehensive programme, gives participants the opportunity to undertake solid strategic analysis and critical appraisal of the wider industry in order to produce useful and practical action plans for the achievement of their corporate strategies, goals and KPIs.

WHAT WILL YOU LEARN

Real life examples and case studies are used throughout, with strategy development tools presented in a way that makes them immediately applicable in complex, real life, situations.

Participants will be able to:

- Gain enterprise-wide perspective & build strategic aptitude
- Develop decision-making skills and assess investment opportunities
- Collaborate cross-functionally and improve influencing and negotiation skills
- Identify the key sources of strategic value to communications and related organisations
- Analyse the main strategic trends in the converged communications industry - evaluate the impact of these trends on service provider strategic positioning in the broader communications industry
- Use strategic analysis tools to identify successful strategies and tactics to achieve corporate objectives & KPIs
- Set realistic strategic objectives & associated KPI's
- Establish, maximise and improve organisational sustainable competitive advantage
- Identify profitable strategic customer segments and develop a long-term positioning for these customers
- Assess key risks to strategy and develop a range of appropriate responses to these risks.
- Communicate complex strategic plans clearly - including overall vision and implementation plan, whilst increasing their contribution to strategic debate at senior level
- Develop innovative and strategic thinking capabilities and align individual and team decisions with executive initiatives.
- Improve engagement by helping employees recognize the importance of their role and identify key business priorities and develop a personal and group cross functional action plan to drive results.
- Integrate evaluation and ROI measures, obtain internal buy-in and build internal support and build partnerships inside key functional areas and with customers

PROGRAMME SUMMARY

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Introduction & Business Simulation Introduction	ICT & Digital Media Business Environment & Strategic Outlook	In-depth Financial & Competitive Analysis	Cross-functional Alignment & Innovation Management	Business Simulation Preparation
Break	Break	Break	Break	Break
Building Strategic Aptitude	LEAN B2B—identifying Opportunities & Successful Decision Making	In-depth Financial & Competitive Analysis	Building Collaboration, Partnerships & Communication,	Business Simulation Preparation
Lunch	Lunch	Lunch	Lunch	Lunch
Building Strategic Aptitude	LEAN B2B—identifying Opportunities & Successful Decision Making	Navigating the Numbers—Aligning KPIs to Strategy	External Acumen & Shareholder Management	Business Simulation Team Presentations
Break	Break	Break	Break	Break
Business Simulation	LEAN B2B—identifying Opportunities & Successful Decision Making	Navigating the Numbers—Aligning KPIs to Strategy	Business Simulation Preparation	Award of Licence Course feedback & Wrap Up
	Business Simulation		Business Simulation Preparation	

PROGRAMME CONTENTS

BUILDING STRATEGIC APTITUDE

- The importance and benefits of strategic management
- Elements of the strategic planning process
- Why strategic planning fails
- How to understand and actualise business growth
- Linking Finance Parameters With Business Planning
- Organisation Performance Improvement
- Commercial Thinking For Problem Solving And Decision-making
- Effective decision making and problem solving techniques
- Practical Problem Solving techniques
- Play an extended and strategic role in leading your team
- Innovate your business to increase organisational effectiveness, by developing your decision-making skills to face challenges effectively

ICT AND DIGITAL MEDIA BUSINESS ENVIRONMENT AND STRATEGIC OUTLOOK

- Summary of global key trends
- Multi-play, convergence & consolidation
- Digital Transformation
- Digital operator, digital service provider?
- IT transformation
- Future telco business models
- A new focus for the telco
- Learning from and partnering with OTTs and other players
- Targeting and Incentivising teams in a converged world
- An appreciation of the cultural change required

LEAN B2B – IDENTIFYING OPPORTUNITIES AND SUCCESSFUL DECISION MAKING

- Customer segments
- Value propositions
- Channels
- Customer relationships
- Revenue streams
- Key resources
- Key activities
- Key partnerships
- Cost structure

IN DEPTH FINANCIAL AND CRITICAL ANALYSIS

- Understanding the Essential Elements of Business Acumen
- Cash and Cash Flow
- Growth
- Margin
- Velocity
- Customer
- Manage and control cash flow.
- Interpret financial statements.
- Focus on value add activities.
- Interpret pricing and costing to make effective financial decisions.
- Identify rising stars and disaster zones.

NAVIGATING THE NUMBERS – ALIGNING KPI'S TO STRATEGY

- Turning Plans into Profit
- How to measure whether your strategy is effective
- Balanced scorecard approach
- Key Performance Indicators
- Seeing the Big Picture
- Short and Long Term Interactions
- Recognise Growth Opportunities
- Measuring the effectiveness of Decisions

CROSS-FUNCTIONAL ALIGNMENT & AGILE INNOVATION MANAGEMENT

- What Is Business Acumen And Why Is It Important For Your Success?
- From Business Awareness To Strong Business Acumen
- What Formulates Business Behaviour?
- Strategy Planning And Strategic Thinking Towards Cross Functional Project Implementation
- Setting Challenging And Realistic Targets
- Innovation Management & Informed Decision Making
- Manage processes based on varied business maturities, structures, challenges, expectations, and customer insights.

PROGRAMME CONTENTS

BUILDING COLLABORATION, PARTNERSHIPS & COMMUNICATION

- Focus On Inspirational Leadership And Evolution
- Leading And Managing People And Human Resources
- Leadership Beyond Command And Control
- Making The System Work For You And The Organisation
- Economic Value Of A Customer Focused Organisation
- Be the positive force in developing yourself, your people, partners and your company and its future towards commercial success

EXTERNAL ACUMEN AND SHAREHOLDER MANAGEMENT

- Understand the drivers of Creating Shareholder Value
- External Acumen – managing External Factors
- What Makes a Stock Price Rise or Fall?
- Driver: Cash - Accounts Payable & Receivable | Cash Conversion Cycle | Free Cash Flow | WACC
- Driver: Profit - Top Line | COGS | SG&A | EBIT | EBITDA | Bottom Line
- Driver: Assets - Asset Strength & Utilization | Liquidity | Debt Ratings | RoA | RoE | RoI | RoIC

INTERACTIVE DELIVERY STYLE

Designed to engage and challenge the participant – our trainers engage participants throughout the programme by encouraging debate, interactivity and questions and testing understanding at each stage.

BUSINESS SIMULATION, ZAMBOZIA

At the core of this programme is an advanced, comprehensive business simulation - the unique Zambozia case study. This exercise runs throughout the five days, requires participants to critically appraise company positioning within the wider communications industry, and to build a strategic development plan for an operator in an advanced market using an agile turn-around plan designed to offer agile improvements and quick financial returns using limited resources and budgets.

Working in small teams, delegates explore and evaluate all the major aspects of selecting and articulating a short term performance improvement strategy for one of the organisations operating in the competitive market of Zambozia – including commercial acumen, value creation, strategic leadership issues, LEAN B2B, selection of new business models, ecosystem management, agile innovation, finance and KPI improvement, competitive advantage and the strategic customer focus. A formal team presentation to 'board members' at the end of the programme develops strategic communication skills. Valuable feedback and a critical appraisal is given.

ASSESSMENT

Using the unique business simulation, running throughout the programme, allows participants to test their ideas in a simulated environment. A 'dare to be different' approach is encouraged throughout and participants will be assessed after their presentation on key success areas including:

- Alignment of key Business Drivers for short term rewards and long term growth
- Executive Alignment and best short term usage of team and project contributions
- Navigating the Financials with a focus on the numbers that really matter and tangible plans for improvement
- Functional Analysis & Impact ensuring big picture alignment, short term focus for results and breaking down departmental silos
- In-Depth Financial & Competitive Analysis with a focus on projects and products which are leading, lagging, and best positioned to deliver results
- Innovation Management & Informed Decision Making to deliver new customer centric products and winning partnerships that offer high value
- External Acumen & Stock Market Analysis - Developing a global enterprise mindset to help win investment and key stakeholder support
- Acumen in Action – Development of a focussed short term plan with targeted priorities needed to focus on to make a short term financial return as well as a legacy impact



About Telecoms & Tech Academy

Telecoms & Tech Academy, part of Informa Tech is a leading training partner to the telecoms, media and technology (TMT) industries, having trained more than 30,000 professionals and 500 businesses globally.

We were borne out of the telecoms industry and understand the challenges the sector has been facing. Our training portfolio continues to evolve to help address new and emerging skills gaps faced by telecoms & tech businesses.

Our In-Company Solutions

Expert insight, delivered in a format to suit your needs, to enhance knowledge and drive performance in your team. Our learning & development consultants will work closely with your team to establish your unique business needs and define success measurements.