

Telecoms & Tech Academy

**SCHOOL OF TELECOMS
& TECH BUSINESS**

COST OPTIMISATION FOR THE TELECOMS PROFESSIONALS

Format:
Classroom

Duration:
2 Days

**KNect365
Learning**

an informa business

COURSE SUMMARY

HIGHLIGHTS

- **Participants gain practical strategies to ensure cost optimisation, increased profitability and improved stakeholder value, releasing scarce resources that can be reinvested into new strategic initiatives.**
- **The training is conducted in an interactive form, based on the case study method commonly used by top international business schools to ensure the learning is applied to your own organisational development using practical tasks and workplace assignments and is supported with the latest industry analysis from Ovum.**
- **Trainers and programme directors that are experts, industry experienced, and highly accomplished training professionals.**



“Excellent materials and presenter, the Q&A was very helpful.”

RB, ITU

COURSE SUMMARY

This workshop will familiarise you with the key concepts of finance and accounting in a telecoms environment and help you develop and measure KPIs and business optimisation with more confidence and will gain a toolkit of key ideas and cost management strategies, frameworks for analysing cost and practical techniques for implementing cost reduction.

Not only will this course cover urgent one time cost cutting and sustained long-term cost management but it will also address how to balance tough cost management with core values, team motivation and growth and participants will benchmark the most important telecoms KPIs, including your organisation's key financial ratios centered on EBITDA, cash and profit, against the top 40 operators in order to understand the options for improving financial performance.

Delegates will gain enhanced capability and practical tools to:

- Control and optimise costs
- Lead cost optimisation initiatives
- Maximise the benefits from mergers and acquisitions
- Inspire change within your organisation

Participants will learn to champion the cause of cost control and improving profits by establishing clear financial goals, and by quickly and consistently implementing and effectively measuring financial KPIs.

You will also be able to better manage cash-flow and profit and develop forecasts. Your monitoring and control of costs on projects, and your ability to assess the economic viability and commercial profitability of projects through investment appraisal, will be greatly enhanced.

OUTCOMES & COMPETENCY DEVELOPMENT

Participants will develop or be able to:

- Critically examine and interpret key financial information including measuring the impact of operational and marketing activities and establishing the ROI of business decisions
- Differentiate between strategic, operational and tactical cost management techniques
- Demonstrate an approach to carrying out an effective cost transformation programme
- Explore the linkages between strategy, functions, processes, management and budgets
- Identify common strategic cost reduction options and techniques
- Demonstrate a comprehensive strategic cost management approach
- Understand why traditional cost management approaches can fail to deliver results
- Highlight the impact of human behaviour on strategic decision making and financial control
- Confidently assess return ROI for potential capital and operational expenditures, and understand the key use of cash flow analysis, revenue and capital budgets to optimise the use of working capital
- Appreciate the human aspect of budgeting and analyse variances in budgets and take remedial action to better manage your own budget, staff and project resources

Book online
telecomstechacademy.com

Book over the phone
+44 (0)20 7017 4144

Book via email
training@telecomstechacademy.com

COURSE CONTENTS

INTRODUCTION—THE COST MANAGEMENT PROCESS

- The risks of poor cost control
- Capital and revenue costs
- The importance of cost awareness
- The importance of cost reduction
- Cost management – the key aspects
- How to build a cost management and control process checklist for your areas of responsibility

INITIATING STRATEGIC COST MANAGEMENT PROJECTS

- Strategic change – the catalysts
- Initiating a strategic cost management programme – workgroup: plan of action, objectives and scope, initial fact find, board presentation
- Strategic information needs
- Leadership risks and mitigation
- Suggested framework for initiating a strategic cost management programme

COST REMOVAL—TAKING OUT COSTS

- Cost awareness
- Costs of poor design/processes
- Value engineering
- Removing redundant costs

THE NEED FOR COMMERCIAL, TECHNICAL & FINANCIAL APPRAISALS

- Understand the problems before cash is committed and costs incurred
- Making the effort to identify commercial and technical risk
- The time value of money – DCF techniques for long term projects
- Cost models for production processes and projects
- Costing models – project appraisals
- The use of spreadsheets to identify sensitivity and risk
- How to focus on risk management

COST MANAGEMENT PROCESSES & TECHNIQUES

- Big business that went bust
- Corporate governance
- Structures and processes
- Operational cost management techniques
- Cost drivers and performance measures
- Potential weaknesses of cost management techniques
- Common cost optimisation strategies

A STRATEGIC COST OPTIMISATION METHODOLOGY

- Methodology overview
- Application of the methodology
- Programmes and projects

BUDGETING—PROPER BUDGETING CHALLENGES COSTS

- The philosophy of the business – are costs an issue?
- The importance of having the right culture
- The need for detailed business objectives
- Budgetary control measures
- Designing budget reports – for *action*

ZERO-BASED BUDGETING—THE PRINCIPLES

- Much more than starting with a clean sheet of paper
- What ZBB can achieve
- The concept of decision packages – to challenge business methods and costs
- Only *necessary* costs should be incurred
- A review of an operating budget

AWARENESS OF OVERHEADS & OTHER COSTS

- Definitions of cost – direct and indirect
- Dealing with overheads
- The problems with overheads

- Ways of dealing with overheads
- Review of overhead allocation methods and accounting and reporting issues

OVERHEADS & PRODUCT COSTING

- Activity-based costing (ABC) – the principles and how it may be helpful
- Know the 'true' cost of a product
- Should you be in business? Will you stay in business?
- Identifying weaknesses in a traditional overhead allocation
- How ABC will help improve product or service costing
- Identifying which products and activities should be developed and which abandoned

THE HUMAN FACTOR

- Effective leadership
- Reluctance to change
- Personal interests
- Passive and active methods of winning support

COST REDUCTION CULTURE

- The need for cost reports
- What measures can be used to identify overspends as early as possible
- Cost control performance measures

DESIGN OF COST CONTROL REPORTS

- Reports should lead to action and deliver
- Selecting cost control measures which can be acted upon
- Practice in designing action reports

COURSE SUMMARY—DEVELOPING YOUR OWN COST ACTION PLAN

Group and individual action plans will be prepared with a view to participants identifying their cost risks areas and the techniques which can be immediately applied to improve costing and reduce costs.

OUR TRAINING SERVICES

TELECOMS & TECH ACADEMY STRUCTURE

Our training programmes are delivered worldwide as part of the training and development plans of many operators, vendors, and service providers. The programmes cover a wide range of competency development requirements.

To ensure we meet the training needs of the industry as effectively as possible, we operate three schools:

School of Telecoms & Tech Business

Business training tailored to the telecoms industry, ranging from the intensive 5-day Telecoms Mini MBA to specialist leadership and marketing training.

School of Advanced Communication Technologies

Covering a multitude of technologies, these courses range from overviews aimed at nontechnical staff to in-depth engineering training.

Distance Learning

Our comprehensive suite of Distance Learning programmes provide an excellent opportunity to expand knowledge and build confidence.

OUR TRAINERS

We only use trainers and programme directors that satisfy the following three criteria:

- Experts in their field
- High level of Industry Experience
- Expert facilitators and training professionals.

All our trainers have undergone a rigorous selection process and are subject to continuous monitoring and evaluation. Each trainer is accredited for specific courses or topic areas. Whether engineers or business experts, all our trainers are required to continue their own development within their specialist areas, and to broaden their Industry view of trends, best practice and technology.

This is achieved by our on-going work with many tier 1 operators and vendors, and by full exposure to Ovum research and KNet 365 TMT worldwide events.

UNIVERSITY ACCREDITATION

Some of our programmes have been accredited by the University of Derby Corporate; a UK-based university highly acclaimed in the area of employer engagement. They are at the forefront of the drive to integrate highly focused industry-led training with the academic rigor and quality control of university-based education. Our comprehensive Advanced Telecoms Management Series have been accredited Post-Graduate Level, with our extensive suite of Distance Learning at Undergraduate Level)

We would be happy to discuss extending accreditation to tailored ATMS or programmes based on our Distance Learning modules. Although accreditation is specific to these programmes, the work we do with the University of Derby enable us to develop and apply best practice across our portfolio.

CUSTOMISED IN-HOUSE TRAINING

Telecoms & Tech Academy has worked with countless companies to deliver customised training programmes. We take time to understand your requirements, you'll work with our specialist training team to ensure that we deliver your perfect training programme for your business.

A customised training programme from Telecoms & Tech Academy ensures you get a course that precisely matches your organisation's needs, presented by a first-rate training organisation, with access to all the latest industry research and analysis.

WHY CHOOSE IN-HOUSE TRAINING FROM TELECOMS & TECH ACADEMY?

- Content can be customised to focus on the issues you want – work with us to develop the training course to match the exact needs.
- Unique industry research – from Ovum's team of industry leading analysts
- Expert trainers – our team of versatile trainers have the knowledge and experience to deliver a highly effective learning experience
- The most efficient way to train your staff – at the time and location to minimise disruption
- Flexible delivery options – with a range of instructor led, distance learning and virtual classroom formats available you can build a blended solution to maximise training effectiveness over the long term
- Pre and post course assessment – can be included in programmes to measure competencies and check on the required progress.

Contact us to discuss how we can build your perfect programme.



www.telecomstechacademy.com

**KNect365
Learning**
an **informa** business