

The specialist telecoms, media and technology consulting and training company



## Main Contact:

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## About the Trainer



**Graham Friend** holds a Masters in Economics from Trinity College, Cambridge and is a highly experienced communication sector strategic analyst and planner with many years experience across a broad range of markets. Graham is an expert in business planning and modelling and planning and is the co-author of **"The Economist's Guide to Business Modelling"** and **"The Economist's Guide to Business Planning."**

## Who should attend?

The workshop assumes no prior strategic analysis and planning or financial, accounting or business school training and so is particularly relevant for

- Cost centre managers and budget holders
- Engineers, IT and technical managers
- Sales and marketing managers
- Product development managers
- Operational managers and Project managers
- Attorneys / legal professionals
- Those looking to understand "the big picture" within the telecoms sector

## Course Overview

This course is designed specifically for the communications sector and for those with no formal business school training who need to be able to examine, plan and discuss the strategic challenges facing their business. The course provides clear, easy-to-follow explanations of key strategic concepts and techniques with extensive worked examples and exercises drawn from the communications sector. The course structures mirrors a strategic analysis and planning process and participants will be able to work through the process for their own company on their return to the office. The course is highly practical and extensive use is made of group exercises and case studies throughout every session.

## Course benefits

- ▣ Learn how to "speak the same language" as strategists, financiers and accountants
- ▣ Gain an understanding of the fundamental concepts and tools of strategy and how they apply to the communications sector
- ▣ Understand the strategic and commercial challenges facing communication companies today and in the future
- ▣ Identify the challenges presented by uncertainty and how to respond
- ▣ Learn how to analyse your environment and industry structure
- ▣ Examine techniques and models for analysing your strategic capabilities and those of the competition
- ▣ Learn how to use strategic analysis and planning tools to generate a range of strategic options
- ▣ Develop a framework for evaluating your strategic options

## Course Structure and Contents

The course is run over two days and comprises a number of modules. The first day begins with an overview of strategic analysis and planning concepts before introducing a strategic analysis and planning process. The remainder of the course takes participants through that process and applies it to the telecommunications sector.

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## Pre-course analysis and reading

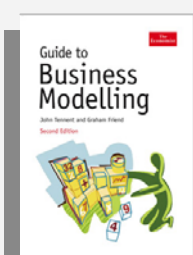
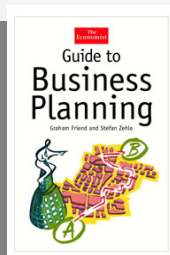
All participants will be asked to complete a pre-course questionnaire to help the trainer assess participants' existing levels of knowledge. The trainer will also conduct brief telephone interviews with participants in order to understand their key learning objectives from the course. The course structure and content may vary slightly from that advertised. Participants will need to bring with them a laptop!

## Prerequisites

The course requires no previous knowledge of finance or accounting or strategic analysis and planning techniques.

## Course Materials

All participants receive a copy of The Economist Guide to Business Planning which was co-authored by the trainer Graham Friend.



## Overview of strategic analysis and planning

- ❑ Creating shareholder value
- ❑ Objectives of company strategy and definitions of key strategic terms
- ❑ Influence of stakeholders and their impact on company goals and performance
- ❑ Business planning framework, tools and techniques
- ❑ Layout and contents of a business plan
- ❑ Strategic challenges facing the communication sector

## Introduction to financial concepts and analysis

- ❑ The three financial statements and understanding their significance
- ❑ The Profit & Loss Account, defining ARPU, variable and fixed costs
- ❑ The Balance sheet and sources of capital for a business
- ❑ The Cash Flow statement, the concept of Free Cash Flow and its role in value creation
- ❑ Business simulation exercise

## Environmental analysis

- ❑ PESTEL analysis - tool for analysing the environment
- ❑ Using scenario planning to generate alternative views of an uncertain future
- ❑ Group exercise – develop a scenario for the telecommunications sector

## Industry and competitor analysis

- ❑ Understanding structure and forces that drive competition using Porter's 5 forces model
- ❑ The industry life cycle in relation to the competitive forces which drive the telecoms industry
- ❑ Identifying the Value System, also referred to as the Industry Value Chain, and its impact on strategy

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## What participants have said in the past about our courses

“The tutor was great, he made a potentially dull topic really interesting and relevant.”

“Brilliant”

“Really relevant and practical – the trainer really knew his stuff”

“One of the best courses I have ever been on!”

“I would strongly recommend this course to my colleagues.”

## Clients

Coleago Consulting has provided business advice and training services to communication companies around the world. Our clients include **Orange – Vodafone – O2 – Cable & Wireless – AT&T – BT – Virgin – Ofcom – Three – JCRA – MTN South Africa – Wataniya – Microsoft – SabaFon – Telkomsel – Trio AB – Verizon – Celtel – Malta Communications Authority – Motorola – One.tel – T-Mobile – Rogers – Qtel.**

## For more information contact:

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## Internal analysis – analysing your own company

- ✦ Understanding the strategic capabilities and resources of your company
- ✦ Unique selling points, VRIO analysis and core competencies
- ✦ Using value add analysis and the value chain to achieve a greater return on capital employed
- ✦ Identifying and keeping track of resources that matter to your company
- ✦ Maintaining the value of resources in an environment of rapidly changing technology

## Product and portfolio analysis

- ✦ Understanding the product life cycle curve and its strategic implications
- ✦ Understanding the strategic movement of portfolio products and cash using matrix analysis
- ✦ Alternative matrixes to infer strategic direction from business position and market attractiveness
- ✦ Worked example of the quantification of business sector prospects and business position

## Generating strategic alternatives

- ✦ Learning from the experience of other markets
- ✦ The Boston Consulting Group Matrix
- ✦ The Ansoff Matrix and industry attractiveness screen

## Evaluating strategic alternatives

- ✦ Gain an appreciation of a qualitative framework for analysing strategic options
- ✦ Develop a high level of overview of the common quantitative evaluation techniques such as Discounted Cash Flow, Internal Rate of Return, ROI and Payback
- ✦ Examine typical levels of performance and benchmarks