



**When you attend  
The Real Telecoms MBA  
you also receive:**

**FREE** Excel Business  
Modelling Tools

**FREE** Unlimited  
Access to the MBA Portal  
Knowledge base and focused forums  
bringing you the latest information from  
the telecoms sector: Ask questions, keep  
up to date and network with  
like-minded professionals

**The  
Economist**

**FREE** Economist Publications  
All participants will receive a  
copy of the Economist's Guide to  
Business Planning or Guide to Business  
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**Full Colour Courseware**  
The comprehensive colour  
courseware is an excellent future  
reference document

**Pre-learning**  
to get you started  
Interactive online training to  
focus you for the live programme

# THE REAL TELECOMS MBA

What they don't teach you on other telecoms MBAs



***The Real Telecoms MBA gives you the opportunity to learn from the experience and insight of leading telecoms industry experts. The 5 day programme is delivered by board level industry professionals who have a strong track record in addressing the challenges that confront the industry today. The MBA focuses on the practical skills and techniques actually used by the leading advisory firms to achieve real success in today's market.***

For locations, dates and prices please visit  
**[www.mpirical.com/schedule.html](http://www.mpirical.com/schedule.html)**

**mpirical limited | +44 (0) 8707 606384  
enquiries@mpirical.com | www.mpirical.com**

# Today's market is changing faster than ever

**The Real Telecoms MBA explores the key skills that you will need to master to stay ahead in this fast moving environment. The skills and techniques you will learn are all illustrated with real life operator case studies and benchmarks. Each session is supported by practical business planning tools and templates which you can take away and use on your return to the office.**

## WHAT'S COVERED

### Strategy

- Identify the steps involved in strategic business planning.
- Appreciate the strategic challenges facing the telecoms sector including market maturity, industry consolidation, increased competition, limited new licence opportunities, MVNOs, convergence, performance improvement, technology evolution and new service development.
- Learn how to analyse the telecoms environment using PEST analysis and Scenario Planning.
- Use techniques to explore competitor positioning, industry structure such as Porter's 5 Forces.
- Learn how to conduct a strategic review of your company's resources and core competencies.
- Learn how to generate strategic options and how to evaluate them.
- Identify the key elements of successful operator strategies.

### Marketing

- Learn the essential concepts of marketing in the telecoms sector.
- Explore different forecasting techniques and learn how to implement them simply in Excel.
- Learn how to segment your customer base and how to target profitable segments through adjusting elements of the marketing mix.
- Learn how mobile data services have been successfully marketed.

### Technology

- Appreciate the key components of today's modern telecoms networks including the architecture of 2G and 3G networks.
- Understand how today's service offerings such as post and pre-pay voice, messaging and mobile internet are delivered.
- Learn about tomorrow's killer mobile applications based around multicast and broadcast mobile TV, location services and mobile payments, etc.
- Identify the key logistical issues involved in modern telecoms networks by looking at the key interfaces, 3rd party support and vendor splits.
- Forecast how networks will evolve over the next five years through an examination of Next Generation Networks, LTE and WiMAX.
- Understand the radio spectrum issues involved in the roll out of new network access technologies and services.

### Finance

- Understand key financial terms such as ARPU, EBITDA, Margins, Free Cash Flow and Return on Investment.
- Learn how to read a set of financial statements and broker reports.
- Understand how companies create shareholder value and company valuation techniques.
- Appreciate the economics of telecoms companies and how they really make money.
- Learn how to use investment appraisal techniques such as Pay Back, Discounted Cash Flow Analysis and Break Even Analysis to make better business decisions.

### KEY STRATEGIC ISSUES

- **Market maturity**
- **Industry consolidation**
- **Increased competition**
- **Limited new licence opportunities**
- **MVNOs**
- **Convergence**
- **Performance improvement**
- **Technology evolution and new service development**

### TOOLS & TEMPLATES

TO TAKE AWAY

- **10 year business planning valuation model**
- **Investment appraisal model**
- **Scenario planning toolkit**
- **Strategic planning templates**



**“After attending many courses from other training companies, I have now found my ‘one stop training shop!’ Brilliant.”**

The Real Telecoms MBA course attendee

# THE **COURSE** PROGRAMME

**The companies, and individuals within them, who will succeed in the telecoms sector are those that can combine strong financial and business skills with a comprehensive understanding of the ever changing technological landscape.**

The Real Telecoms MBA will teach you these essential business skills and, coupled with a no nonsense appraisal of current and future technologies, ensures that all participants will be able to make a real difference on their return to their business.

The course is highly practical, involving the use of simulation tools, role plays, exercises and a realistic and challenging case study.

## CASE STUDY

As an elite team of investment bankers you have been hired by GlobalTel, a highly acquisitive international telco. GlobalTel has identified a poorly performing mobile business, MobiNet, which the existing shareholders plan to sell through an auction. You have been hired to review the current strategy, marketing plan and operations of the business and develop a performance improvement plan which will increase shareholder value. You must present your plan to GlobalTel and recommend how much they should bid in the auction as they compete against other M&A teams to secure the acquisition.

DAY ONE	DAY TWO	DAY THREE	DAY FOUR	DAY FIVE
Creating Value in the Telecoms Sector	Are Telecoms Companies Creating Value Today?	Analysing and Developing Strategy in the Telecoms Sector	Network Evolution	Case Study: Developing the Performance Improvement Strategy
Understanding Telecoms Financial Jargon	Costs in Network Architecture	Cost of Service Delivery	Investment Appraisal Part 1	Preparation and Presentation to Board
Fundamental Building Blocks of the Telecoms Network	How Telecoms Services are Delivered	Market Forecasting	Service Evolution	
The Changing Telecoms Environment	Essential Concepts for Marketing Telecoms Services	Network Rationalisation	Investment Appraisal Part 2	
Networking Event	Case Study: Identifying the Problems	* The Security Landscape *Corporate Finance	Case Study: Valuing the Business Today	

\*Denotes elective session

Commercial Module    Technology Module    Evening Module    Case Module



**“Very skilled trainer, high quality course notes and supporting information.”**

The Real Telecoms MBA course attendee

## Creating value and the business planning process

### DAY ONE

#### Creating value in the telecoms sector

- How companies create value
- The role of strategy in value creation
- The importance of competitive advantage
- A practical business planning process
- Overview of tools and techniques

**Insight: How telcos create value for shareholders**

**Skills: Project manage a business planning process**

#### Understanding telecoms financial jargon

- Key jargon used in the telecoms sector – ARPU, EBITPA, Margin, Free Cash Flow and ROI
- The contents and significance of the Profit and Loss, Balance Sheet and Cash Flow

**Insight: How key financial terms relate to creating value**

**Skills: Ability to read, interpret and discuss financial information with confidence**

#### The fundamental network building blocks of a telecoms business

- Understanding acronyms used by engineers
- The main components of telecoms networks
- How telecoms networks work

**Insight: The critical elements of a network**

**Skills: Ability to understand and discuss high level network issues**

#### The changing telecoms environment, industry and competitors

- PESTEL Analysis and Scenario Planning – dealing with uncertainty in the telecoms sector
- Regulatory issues
- Industry Analysis – Value Chain, Economics, Porter’s Five Forces, Industry Life Cycle
- Analysing competitors – Critical Success Factor analysis

**Insight: Future telecoms industry trends, business models and players**

**Skills: Ability to use tools and techniques to analyse the environment, industry and competitors**

### WHO SHOULD ATTEND?

The Real MBA assumes no prior financial, accounting or business school training and so is particularly relevant for

- **Non-accounting managers and executives with financial performance responsibilities**
- **Cost centre managers and budget holders**
- **Engineers, IT and technical managers**
- **Sales and marketing managers**
- **Product development managers**
- **Operational managers**

- **Project managers**
- **Corporate attorneys / legal professionals**
- **HR professionals**

For those that already hold a business degree or have financial training the course is relevant for

- **Business professionals looking to understand “the big picture”**
- **Those wanting to refresh their knowledge and skills**
- **Professionals wishing to gain an insight into the communications market**

■ Commercial Module ■ Technology Module



**“I was impressed with how practical all of the sessions were.”**

The Real Telecoms MBA course attendee

## Networks and marketing concepts

# DAY TWO

### Are telecoms companies creating value today?

- The economics of telecoms companies
- Financial ratios such as profit margins and return on investment
- Typical performance and trends in the telecoms sector

**Insight: Typical levels of financial performance and trends in telecoms**

**Skills: Ability to analyse financial performance and benchmark against other markets**

### Costs in network architecture

- How much does it cost to roll-out a network
- What does a network look like in cost terms
- How do spectrum, demand and quality impact investment?
- Typical network capex benchmarks

**Insight: Where is investors' money deployed in a telecoms business?**

**Skills: Ability to understand the economics of network deployment**

### How telecoms services are delivered

- Analysis of today's key services
- How are services delivered?
- Service Case Study – the BlackBerry® phenomenon

**Insight: What are the enablers for service delivery?**

**Skills: Ability to understand the challenges and implications of launching new services**

### Essential concepts for marketing telecoms services

- Customer segmentation and analysis
- Product portfolio analysis
- Importance of brand
- Marketing mobile services
- Pricing in telecoms
- The marketing of mobile data services

**Insight: A global perspective on the marketing of telecoms services**

**Skills: The ability to analyse customers and develop value creating propositions**

### Case Study: Identifying the problems

- Review the case study documentation
- Assess the financial performance of MobiNet, a poorly performing mobile operator and potential acquisition target
- Identify the important changes to the environment that will impact the future of the business
- Identify the stage of the industry life cycle
- Assess the competitors and their positioning
- Review the positioning of the players products and services
- Identify key risks and opportunities for the business and its strengths and weaknesses
- Assess network quality, performance and cost
- Identify the key performance improvement priorities



## Developing strategy and improving performance

# DAY THREE

### Analysing and developing strategy in the telecoms sector

- Porter's generic strategies
- Models of strategy formulation and prediction
- Routes to strategy implementation
- Successful strategies in the telecoms sector
- Mobile data strategies
- New entrant strategies and incumbent defences

**Insight: Effective strategies in the telecoms sector**

**Skills: Ability to analyse and develop value enhancing strategy**

### Cost of service delivery

- The key costs in delivering services
- Drivers of network service delivery costs
- Costing services to understand profitability

**Insight: The cost of delivering services in the telecoms sector**

**Skills: Ability to understand service profitability**

### Market forecasting

- Different approaches to forecasting – top down and bottom up
- Forecasting in the face of uncertainty
- Different forecasting techniques
- Time series and regression techniques
- Judgemental forecasts

**Insight: Approaches used to forecast in the telecoms sector**

**Skills: Ability to develop a market forecast**

**“The Excel tools were brilliant and I will definitely use them at the office.”**

The Real Telecoms MBA course attendee

### Network rationalisation

- The all IP Network and Convergence
- Improving performance on the capex and fixed asset side
- Improving performance on service delivery

**Insight: The current strategies and tactics deployed to rationalise network operation**

**Skills: Ability to identify and quantify opportunities for network rationalisation**

### Elective: The security landscape

- What are the key security threats in telecoms networks?
- What issues are involved in deploying all IP based networks?
- What can be done to mitigate the security threats posed?

**Insight: The key security threats to today's telecoms networks**

**Skills: Understand what actions need to be taken to minimise the security threat**

### Elective: Corporate finance – valuing a business

- Creating value – earning more than the cost of capital
- Estimating the cost of capital
- How the financial markets value companies
- Pros and cons of different approaches
- Company valuation exercise

**Insight: How companies are valued and typical valuation metrics**

**Skills: The ability to value a company**

## Evaluating ideas

# DAY FOUR

### Network Evolution

- What is the impact of LTE and WiMAX?
- What considerations need to be made by operators?
- What performance will these technologies offer?

**Insight: Future trends in the telecoms sector**

**Skills: Ability to incorporate future technology development into your planning process**

### Investment Appraisal – Part 1

- The process of appraising different projects
- What to include in investment appraisal
- Pay back analysis
- Break even analysis
- Return on investment

**Insight: Simple techniques for evaluating projects**

**Skills: Ability to perform pay back and break even analysis and calculate ROI**

### Service Evolution

- What are the next generation of mobile services?
- How new services will be delivered
- The implications of telecoms companies' business models

**Insight: Future telecoms services**

**Skills: Ability to incorporate new services into planning**

### Investment Appraisal – Part II

- Discounted Cash Flow Analysis
- Internal Rate of Return
- Expected Net Present Value
- Investment decisions when capital is constrained

**Insight: How companies evaluate projects and businesses**

**Skills: Ability to make better commercial decisions**

### Case Study: Valuing the business today

- Develop a forecast of the business based on the information in the case study using a pre-built model
- Value the business today using comparable multiples and DCF analysis

## Putting it all together

# DAY FIVE

### Case Study: Developing the performance improvement strategy

- Develop a range of solutions for the performance improvement priorities
- Assess the solutions for feasibility and risk
- Evaluate the options and select the strategy
- Value the business on the basis of the new strategy

### Case Study: Prepare for the presentation

- Write your presentation
- Determine your auction bid strategy
- Deliver your bid

### Presentations

- Team presentations and valuations
- Review of the "perfect solution"
- Opening of the bids and the announcement of the winning team





## coleago consulting

Coleago consulting is one of the leading boutique telecoms consulting firms and a preferred supplier to companies such as Vodafone, France Telecom, Telefonica and regional players such as MTN and Zain. We provide advice, support and training to companies, investors and regulators in the communications sector. Our team comprises only highly experienced, industry experts, many with more than 25 years experience. This experience has been gained both in developed markets but also in some of the most challenging emerging markets of the world. This breadth and depth of experience allows us to provide unparalleled insight, advice and support.



## mpirical®

### Telecoms Training

mpirical have a wealth of experience in delivering training, advice and consultancy to the telecoms sector. Our knowledge and expertise covers all aspects of fixed and mobile telecoms networks extending from the handset and radio environment through the access to the core and the key revenue generating services. Our highly qualified team have the ability to focus on complex network issues and develop fast and effective solutions. These may be through the provision of comprehensive training programmes delivered using a combination of online and instructor led classes, or through a consultancy role where mpirical subject matter experts integrate into a specific organisation.

## OUR CLIENTS

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## HOW TO BOOK

**To arrange an onsite tailored solution for your organisation, please email us at [enquires@mpirical.com](mailto:enquires@mpirical.com) or call us on +44 (0) 8707 606384 or to enrol onto one of our open events worldwide click on the link [www.mpirical.com/schedule.html](http://www.mpirical.com/schedule.html)**



## mpirical®

### Telecoms Training

mpirical limited  
New Lodge  
Drift Road  
Windsor  
SL4 4RR, UK

**t:** +44 (0) 1344 724666

**f:** +44 (0) 1344 724668

**e:** [enquiries@mpirical.com](mailto:enquiries@mpirical.com)

**www.mpirical.com**



## coleago consulting

Coleago Consulting Ltd  
Unit 15, Thompson Road  
Whitehills Business Park  
Blackpool, Lancashire  
FY4 5PN, UK

**t:** +44 (0) 7973 315 434

**e:** [graham.friend@coleago.com](mailto:graham.friend@coleago.com)

**www.coleago.com**

## THE FACULTY

### Graham Friend M.A., M.Phil. (Cantab), ACA

Graham holds a Masters in Economics from Trinity College, Cambridge, is a chartered accountant and a highly experienced telecoms sector consultant and business trainer. Graham is an expert in business planning and modelling and is the co-author of "The Economist's Guide to Business Modelling" and "The Economist's Guide to Business Planning." Graham specialises in telecoms strategy and valuation.

### Stefan Zehle MBA

Stefan holds an MBA with distinction from the University of Westminster and is an expert in telecoms strategy, including marketing strategy and forecasting as well as business planning and modelling. He held Director positions in a GSM operating company dealing with Strategy, Marketing, Inter-carrier Relations and Regulatory Affairs. He is the co-author of the "Economist's Guide to Business Planning".

### Marcus Gates CEng, BEng (Hons), MRAES, CompDip

Marcus is a Chartered Engineer with a wealth of experience within the telecoms sector including the design, planning and implementation of network solutions. Marcus has a natural affinity as a senior trainer at management and board level as well as excellent skills in the development of a wide portfolio of technical and training documentation.

### Graeme Green MEd, BSc (Hons)

Graeme has worked extensively and at all levels within the telecoms sector. He has specialised in the integration and development of telecommunications systems for equipment vendors and operators, focusing primarily in training and development of the engineers involved in this process. Graeme is the author of a wide range of telecoms related publications.