**TRAINING WORKSHOP OUTLINE**

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| **Title:** | **Driving business success - results based decision making** |
| **Dates:** | **20th and 21st October 2014** |
| **Duration:** | **2 days** |
| **Venue:** | **Crossroads Hotel, Lilongwe, Malawi** |

**Course Overview:**

To be successful in telecommunications, each day we need to make decisions which drive the business forward. These decisions need to be taken at all levels and must be aligned. We will fail if there is a conflict between the strategic decisions made by senior management and the operational decisions made by people throughout the business. We need an approach that ties business strategy and operational delivery together. This can only be achieved if decisions are based on accurate information that delivers quantifiable results. Within telecoms, we have a vast amount of information available, but how do we use it to make our business the success it needs to be?

**Target Audience:**

Individuals in telecoms business responsible for development and delivery of business strategy and operational delivery. Business Telecommunications regulatory professionals and other staff working with government ministries and agencies needing to support the successful growth of telecoms sector in their countries.

**Pre-requisite/s:**

An interest in the business opportunities offered by telecommunication.

**Pain Points:**

Achieving business success complex where it is critical that the agreed business strategy is delivered in an efficient and effective manner. This can be achieved by ensure that business decisions are based on results rather than perceptions, using structured key performance indicators, ensuring data quality and identifying the approach the business wishes to take towards risk management.

**Value Proposition:**

At the end of the course, attendees will be able to:

- Link, qualitatively and quantitatively, company strategy to operational performance

- Be able to initiate and deliver results based management techniques

- Understand the value, scope, completeness and currency of data within the business, including customer, network, financial, competitor and product data sets

- Determine the best way to analyse all company data, to produce master records and to compare data from different base sources (eg finance, customer relationship management and network management systems)

- Produce business KPIs based on structures such as the balanced scorecard which give leading and lagging measures that can be produced on monthly, quarterly and annual bases
- Define quantifiable risk assessments linked to KPIs and company strategies with identified risk mitigation approaches

**Methodology:**

The course will involve presentations by the facilitator, and participants will have the opportunity to take part in group discussions and interactive sessions.

**Workshop Objectives:**

- Learn best practice approach to the development and delivery business strategies
- Acknowledge the benefits of a results based approach to management
- Understand the ways to develop business Key Performance Indicators
- Appreciate the importance of risk management and risk mitigation

**Workshop Learning Outcomes:**

- Participants from ICT companies will be able to develop operational strategies to drive optimum business performance
- Participants from government and ICT regulatory authorities will be able to determine appropriate measures to ensure that operators meet their regulatory licence requirements and that customers obtain high quality services
- Participants will understand the way data can be used to deliver results based management decisions

**Workshop Contents/Topics:**

*Linking business strategy to operational performance:*

A methodology for focusing business strategy on measureable operational performance will be described. The approach allows metrics to be put in place to test how well the business strategy is being delivered. It also allows people within the business, customers of the business and suppliers to the business to understand the way in which the business is set to develop.

*Results-based management:*

What are the key questions you want to answer? What do customers want? How can we be more successful than the competition? How can I maximise customer and product profitability? What products should I be developing? All these issues can be addressed by developing a results-based management approach.

*Data Quality*

What data do we have on customers, products, competitors and network usage? Is it accurate, comprehensive, complete and relevant? How can we improve data quality? Can we produce the 'golden record' for data covering customer, products, competitors and network usage?

*Data Analytics*

What tools do we use to analyse data? Are we able to get a real-time, integrated view of our data? Who can access the analysed data and how can we use it to test how well we are delivering our strategy?

*Key Performance Metrics*

How can you make sure that decision makers have access and insight into measurements that will enable them to drive the business forward? As a regulator, what KPIs will you use to allow customers to compare different operators and to ensure that all operators meet their license obligations?

*Balanced Scorecard*

How can you use frameworks, such as the Balanced Scorecard (People – Processes – Customers – Financial performance measures) to provide a hierarchical and timely (leading and lagging measures) framework to focus the business on achieving its strategy?

*Risk and Risk Mitigation*

How should you measure risk? - Probability and impact. How should you manage risk? – decide where you want to take risk and where you want to mitigate against risk.

**FACILITATOR BRIEF (Brief details on the Facilitator with emphasis on this particular training):**



Professor Derek Godfrey was Deputy Vice Chancellor at Buckinghamshire New University until his retirement in September 2014. At Bucks, he was responsible for HR, Finance, Student Experience, IT, Campus & Estates, Academic Quality, International and Business Systems Directorates. From 2005 to 2007, he held senior management roles at Cable & Wireless covering business planning, financial management & budgeting and network economics (2005 to 2007)

From 1998 to 2005, he was part of the senior management team at Energis (an alternative telecoms network provider). He was the Associate Dean for Research and External Affairs for the School of Engineering at Coventry University between 1995 to 1998. He worked for British Telecom in senior management and research positions between 1989 to 1994, at GEC-Marconi between 1981 to 1989 and Plessey between 1978 to 1981.

He has proven leadership ability in both University and commercial environments; expertise in the development of a University to meet the widening participation agenda whilst maintaining academic standards; multi-million pound financial expertise; extensive experience in leading major people change programmes; ability to instigate and deliver through partnerships; key expertise in strategic vision setting and business planning; committed to the delivery of excellence through providing leadership and direction of multi-functional teams.

For more information, please contact us on
Tel:     +254 710 207 061, +254 733 444 421
**training@afralti.org or info@afralti.org**
**www.afralti.org**