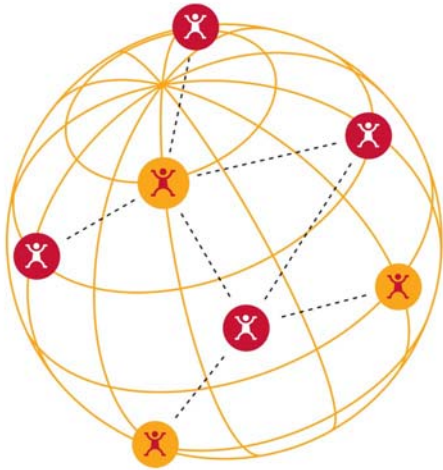


TRAINING PROGRAM OUTLINE



FIN-100E **FINANCIAL MANAGEMENT IN TELECOMMUNICATIONS**

DESCRIPTION

A 10-day Training Program to provide participants with the tools and techniques necessary to provide financial leadership and support services in line with today's competitive and liberalizing environment.

The program provides the tools and operational methods to help define the required financial structure and footprint in line with defined strategic goals and operating plans, as well as a practical and "down-to-earth" run through of the various areas of finance involvement across the corporation. In doing so the program will take the participants not only through a review of some of the more traditional areas of financial responsibility such as planning and reporting, but will also address the more current issues of risk management, governance and change management to name but a few of those new areas now forming part of the finance footprint.

OBJECTIVES

- Provide participants with an up-to-date understanding of the telecommunications environment and its impacts on the business of operators



- Discuss current business and telecommunications trends – relate these to the ever increasing footprint covered by the finance organization
- Present an overview of the financial management concepts relevant to today's fast evolving telecommunications environment
- Explore the setting of team and individual business objectives, the management of performance and the implementation of strategic measurement systems
- Provide participants with the necessary understanding to develop the strategies and action plans to “manage the change” between the current and the desired role and structure for the finance organization
- Overall, explore methods to improve the operator's profitability through effective financial management

TOPICS

- Global and competitive telecommunications environment
 - Deregulation
 - Globalization
 - Market evolution and trends
 - New telecom players
 - New technologies and services
 - Falling telecommunications costs
 - Major challenges, impacts and opportunities for operators
- Impacts of privatization and liberalization
- Strategic planning process
 - What is strategic planning?
 - Strategic planning and Finance
 - Getting started: environmental assessment/SWOT analysis
 - 4 steps to strategic planning
 - Related topics
 - Consolidated financial plan
- From corporate strategy to finance department management
 - Strategic planning and finance



- Finance department: Integrated with strategic direction
- Related topics
- Linking with individual and team performance management

- New finance footprint
 - Emerging business trends & implications for the finance organization
 - Using business drivers to determine the finance vision/mandate
 - New accountabilities for the finance organization
 - Challenges

- Managing change in the finance organization
 - Key concepts in change management
 - People
 - Communications
 - Change management strategies
 - Change management vs. organizational development
 - Change management success factors
 - Finance transformation journey – a practical illustration
 - Transformation challenges

- Costing and cost modeling
 - Categories of costs
 - Cost modeling
 - Long Run Incremental Costing (LRIC)
 - Cost modeling in mobile networks

- Budget and control

- Price setting
 - Setting the optimal price
 - Pricing methodologies
 - Best practices

- International settlements
 - Traffic definitions
 - Total Accounting Rates (TARs)
 - Traditional rules
 - ITU standards



- Traffic statistics, processes and systems
- Cash flow management
- Foreign exchange management
- Risk management
 - Uncertainty, risk and risk management
 - Drivers of key risks
 - Functions of risk management
 - Structure and administration of risk management
 - Selected examples of risks and action plans
 - Benefits of risk management
 - Importance of communication
 - What does success look like?
 - Challenges
- Mergers & Acquisitions (M&A) and business valuation
 - Overview of M&A
 - Due diligence enquiry
 - Fundamentals of business valuation
 - Challenges associated with integrating acquired businesses
 - Making acquisitions work
 - M&A market environment
- Capital and related investment projects
 - Definitions
 - Typical process
 - Business case
 - Methods for evaluating projects
 - Investment project – a practical illustration
- Current trends in corporate governance
 - Defining corporate governance
 - Corporate governance background
 - What went wrong?
 - U.S. Congress and regulatory authorities' responses
 - Recently published guidelines



- Implications for CFOs and finance organizations
- What should we expect next
- Challenges

- Capital structure
 - Introduction
 - Definition of financial leverage
 - Determination of capital structure
 - Dividend policy

- Strategic measurement systems
 - Fundamentals of strategic measurement systems
 - Balanced scorecard
 - Key Performance Indicators (KPIs)
 - Role of finance

TARGET AUDIENCE

- Financial directors, managers, and analysts in telecommunications looking to upgrade or refresh their understanding of current financial management issues and trends
- Business development, marketing, regulatory, strategy and other telecommunications managers and executives looking to complement their skill-set by gaining a good understanding of key financial management concepts

METHODOLOGY

Our Training Programs combine expert presentations, workshops, case studies and discussions on real-life situations faced by participants. Complete training material is provided to all participants for future reference and follow-up action plans.



LOCATION

Our Training Programs are held at regular intervals in selected cities around the world. Upon request, our expert trainers can lead Training Programs at the location of your choice. If interested, please contact us at training@neotelis.com.

EXPERTISE

Neotelis provides consulting and training services to telecommunications organizations worldwide. Its team of experts has trained thousands of executives and managers working for operators, regulators, policy-makers and governments in over 100 countries around the world.

