

Now in its
7th year

Fully updated for 2011
including latest industry trends
and emerging business models



Telecoms Academy
TRAINING EXCELLENCE

5-9 December 2011 **Belize**

CANTO Caribbean Comprehensive • Motivating • Engaging Telecoms Mini MBA

Developing and aligning competencies for organisational success



BRAND NEW! **Competency Development Journal** enabling you to apply your learning specifically to your own business context and to develop a solid foundation in the following five key competency areas of:

- 1 Strategy/Business Environment
- 2 Technology
- 3 Finance
- 4 Leadership
- 5 Marketing/Customer Focus

CANTO offers its members this excellent opportunity to help shape the future of Caribbean Telecoms Guest Speaker Representatives from the Caribbean

'An excellent intensive training programme that covers all aspects of the telecoms industry in one week... Ideal for busy middle and senior executives. The Caribbean region will benefit tremendously from its own CANTO Mini MBA in Telecoms'

REGENIE FRASER, SECRETARY GENERAL, CANTO

Bringing together the best training delivery methods and knowledge transfer techniques:

- Unique Business Simulation ensures training is relevant and keeps participants engaged throughout
- Research and Analysis from the experts – the Informa Telecoms & Media research team
- Dynamic and highly engaging programme directors with specialist presenters covering finance and leadership
- Unique Networking Opportunities – both during the course, and as part of the Telecoms Mini MBA Alumni Network
- Team assignments – developing, sharing and analysing experiences and ideas
- On-going support through the Virtual Campus, our online learning and development portal
- Maximising training relevance through the on-going Competency Development Journal (optional)

CANTO Caribbean Telecoms Mini MBA

Fully updated for 2011

Who should attend?

This programme is designed for senior managers, middle managers aspiring for senior roles, and directors from all functions within the telecommunications sector. It has been developed for those whose time is limited and who work in critical roles or situations where a lengthy period away for study is not possible. The Telecoms Mini MBA also provides an ideal opportunity to develop the organisation's talent pool and support succession planning.

Why should you attend?

Attending the Telecoms Mini MBA from Informa will ensure you:

- 1 ACHIEVE A BETTER** understanding of your people, your products, and your business – giving you an unparalleled view of where your organisation stands, its strengths and future growth opportunities
- 2 HAVE A SOLID** platform on which to make strategic, technical, financial and management decisions that are reliable, well grounded and commercially viable
- 3 GAIN A CLEAR** picture of the telecommunications market and its future direction, with forecasts, timelines and analysis from the experts
- 4 ARE FULLY VERSED** in fixed, mobile and convergent network technology and the reasons behind its adoption, its strengths, weaknesses and limitations
- 5 LEARN BEST PRACTICE** leadership techniques and how they can be applied within the telecoms industry
- 6 ARE FULLY EQUIPPED** to take on new challenges and progress within your organisation
- 7 GAIN LIFETIME MEMBERSHIP** to our Telecoms Mini MBA Alumni Network. You will join an exclusive club, in which you can readily share ideas and expertise with like-minded colleagues via our online networking tool



What makes the Informa Telecoms Mini MBA unique?

No other telecoms training provider offers such a unique MBA programme and enhances your training experience:

The Programme

- Programme is designed to maximise competency development in the areas that matter most to modern telecoms executives and managers – the training methods have been rigorously tested and developed since the programme was introduced in 2006 to maximise learning, motivation, engagement and confidence
- Highly interactive and varied delivery methods – designed to appeal to a wide range of preferred learning styles, ensuring participants remain fully engaged and progressing both during the programme, and after the programme through the on-going (optional) Competency Development Journal
- Unique Business Simulation running throughout the programme, ensuring participants apply their learning in a simulated environment, enabling them to explore and share ideas, test different business models and implementation options and share expertise.
- The programme has been constantly developed since it was introduced to meet the rapidly changing needs of the industry and is fully in line with our customer's requirements

Telecoms Academy Expertise

- Dedicated delivery teams, comprising expert trainers who are fully accredited by Informa, highly experienced, and have built a solid picture of Industry best practice through exposure to many of the top telcos and vendors globally; specialist presenters covering individual topic areas – all experts in their field
- Latest Market trends and intelligence from the Informa Research Team – high quality original research ensures participants of the full picture of what is really going on in the market place
 - 100+ Analysts worldwide

- Full-time analysts on every continent
- Localised expertise, coupled with a deep sector knowledge – helping us identify emerging trends and best practise around the world for our clients more incisively than ever
- Material is fully reviewed and updated for each series of programmes

Unique benefits of the Informa Telecoms Mini MBA

- Join thousands of top Industry Professionals who have already taken the Telecoms Mini MBA challenge – significantly improving their contribution their own business, as well as greatly benefiting their own career development
- Excellent networking opportunities – discuss issues and explore ideas with like-minded professionals throughout the programme
- Eligibility for the Telecoms Mini MBA Alumni – allowing participants to network with top industry professionals throughout the world
- Complimentary Telecoms Industry Outlook report covering hot topics and major issues affecting the industry
- Competency Development Journal (optional) ensures the learning is APPLIED to your own role and your own organisational context – (Comprising of additional on-line modules and competency development tasks, to be completed within two months of the Telecoms Mini MBA end date)
- Post-course support provided as standard – ensuring key personnel have the resources to maximise their competency development, via:
 - Telecoms Virtual Campus, providing a wide range of training, information, and intelligence resources from Informa Telecoms Academy and the Informa Telecoms & Media Research Team – with notifications of significant additional content
 - On-going access to trainers and experts via Linked-In, or direct via email
- Hardcopy and softcopy (colour) fully illustrated course notes provided
- Locations and times to suit you – an extensive public schedule ensures training is provided in different locations worldwide on a regular basis

The programme format

This programme is highly participative, focusing on real business, technology and industry issues.

The programme is designed to give you a critical understanding of the key competency areas required for success within the telecommunications industry – enabling you to make more informed and commercially viable strategic decisions. The business simulation is the vehicle through which we maximise the competency development and ensure ideas on strategic implementation can be tested and appraised.

The programme is made up of modules from five main competency areas, as well as the comprehensive business simulation:

- Telecoms Business Environment and Strategy
- Emerging Technologies
- Finance in Telecoms
- Leadership and Management
- Customer Focus/Marketing
- **PLUS** Unique Business Simulation

Competency Development Journal (CDJ)

After the programme, the **optional** Competency Development Journal can be used to ensure you consolidate the learning and apply it directly to your own organisation and role. The CDJ is an on-line programme of additional learning, consolidation and reflection that lasts for 8 weeks, covering the five major competency areas.

As part of our ongoing development process the content/running order of this programme is subject to change

| DAY 1 | DAY 2 | DAY 3 | DAY 4 | DAY 5 |
|--|--|-----------------------------------|---|--|
| Welcome & Business Simulation Introduction | Telecoms Technologies – The Emerging Picture | Leadership and People Development | 21st Century Telecoms Marketing | Business Simulation: Bringing it all Together |
| Telecoms Business Environment | | Leading Successful Change | Service Delivery & Supporting Systems | |
| Telecoms Industry Outlook | Corporate Finance | Energising and Inspiring People | Operating in a Competitive Environment – Competitive Advantage & the Role of Regulation | Delegate Presentations – Sharing the Business Case |
| Business Simulation: Teamwork | | Leadership Styles | Business Simulation: Preparation | Award of Licence and Review Session |
| Free Evening | Evening: Business Simulation | Evening: Business Simulation | Evening: Business Simulation – Developing the Strategy | Finish 5pm |

KEY ■ Strategy/business environment ■ Technology ■ Finance ■ Leadership ■ Marketing/customer focus ■ Business simulations, presentations and prep

Telecoms Business Environment/Strategy

Sessions that cover up-to-the-minute industry information and analysis. These sessions combine to give a breakdown of where the telecoms industry finds itself in 2011, with a comprehensive look forward at where it is going, with forecasts and timelines, as well as regional analysis. Factors that affect the operator business model and strategy are covered in some detail.

- Telecom industry trends and forecasts
- Industry structure and services
- Current and Emerging Strategies

Telecoms Technologies

No-nonsense sessions which demystify the telecoms network (fixed, mobile and converged). Covering existing and emerging technologies, these modules ensure you are much better equipped to make more confident and commercially grounded decisions and technology choices as your own organisation evolves and grows. Attention is paid to the user experience and service proposition, access schemes and core network technologies; service delivery options; and support/network requirements. The focus is very much on technology as an enabler.

- Technology evolution and developments
- Network building blocks and support systems
- Network infrastructures

Finance in Telecoms

Bringing financial considerations into every business activity. A rapid, thorough and uncomplicated look at all the essential financial techniques used in modern telecoms. From making sense of the three principle accounting documents to assessing financial KPIs, these modules provide an ideal toolkit of knowledge and skills for any manager.

- Understanding Corporate finance and accounting
- The Principle Financial Accounting Documents
- KPIs – Assessing Performance

Leadership and Management

The essentials of good management and leadership. Comprehensive and focused, these highly practical interactive sessions provide an opportunity to enhance your management and leadership skills, providing a solid foundation to drive change and improve standards in any organisation.

- Leadership skills and techniques
- Managing change and business relationships
- Implementing plans and maximising performance

Customer Focus/Marketing

Thought provoking sessions that put the customer proposition and experience sharply in focus. Although the customer offering is at the heart of most topics during the

programme, these sessions take a more formal and thought-provoking look at marketing and customer expectations. From branding to pricing, and segmentation to service offerings, a range of essential customer-focused topic areas are covered, before a broader look at competitive advantage and operating in a competitive market place. The role of the regulator in driving the competitive environment is also looked at in some detail.

- Marketing and the customer proposition
- Competitive Advantage
- Operating in a competitive environment
- Telecom regulation

Business Simulation – Island Telco 2011

A unique practical and interactive business simulation running throughout the programme. This unique business simulation runs throughout the five days, and offers the opportunity to test your ideas in a simulated environment. Working in small teams, you will consider and evaluate all the major aspects of setting up and running an effective telecommunications company – from initial conception, through market testing, regulatory considerations, overall strategy, telco structure, customer proposition, service offerings, technology choices, timelines, cost analysis, profitably. Feedback and discussions ensure maximum learning value is achieved.

DAY 1

M1 Welcome and Business Simulation Introduction

This initial session sets the tone of the week, including the overall programme objectives, timing and administration, the speakers, and what is expected. Delegates find out about each other and meet their team members.

The business simulation is also introduced in detail. The scope, format and expectations are set out to ensure each team is fully aware of the requirements, and that each participant can ensure they maximize the learning opportunity throughout the modules.

M2 The Telecoms Business Environment

A comprehensive look at the evolving telecoms business world – from shareholder to customer, and all that lies between.

This module sets the scene for the rest of the week, and covers key elements of the business environment in which telecoms companies find themselves. The view of shareholders, telecom operators, vendors, service providers, and very importantly, the customer, are all examined. The changing (and increasingly complex) interrelationships between the different players are discussed.

- Shareholder Requirements
- Business goals
- Aims of the Telco
- Telcos provide:
 - Spectrum
 - Infrastructure
- Role of vendors
- The MVNO Case
- The Service Proposition
 - Basic services
 - Advanced services
 - The Internet and third parties
- What's involved and how do they do it?
- Procedures
- User Experience
- What does the customer get...?
 - The Handset Experience
 - The Network Experience
 - The Overall Experience
- What does the customer want?
 - Segments – Examples
 - Heavy Voice Users
 - Texters
 - Corporate
 - Technophiles
 - Meeting the Customer Requirements
 - Quick Fixes
 - Intermediate Fixes
 - Difficult/more complex options

M3 Telecoms Industry Outlook – 2011

Many challenges and opportunities face the ever-changing telecoms industry over the next few years, and this module provides a comprehensive analysis of the current situation, as well as predicting future trends, growth markets and technologies – and the strategies that are likely to be employed. The aim is to provide a clearer picture of the way ahead – enabling more informed decisions and choices. The information is drawn from Informa's vast market intelligence resources.

- Networks (Mobile, Fixed & Convergence)
- Operator strategies
- Regional Developments
- Broadband and the Internet
- Content and Applications (incl. TV)
- Device Trends
- Industry Survey Results

DAY 2

M4 Telecoms Technologies – The Emerging Picture

With telecom technologies changing rapidly, there is a need to thoroughly understand the capabilities, limitations, and implications as each new system is adopted. This module sets out the emerging picture logically – tackling the building blocks first, before looking at the different access and core network systems in more detail.

The picture is built up from the basics to include the way in which the different technologies and elements interact to provide the overall user experience. For the mobile technologies, we concentrate on the 3GPP family, and the evolutionary path through GSM, GPRS, EDGE, 3G W-CDMA and HSxPA, and onto LTE and also including WiMAX. Interoperability, compatibility, and roaming scenarios are all illustrated.

- Network Building Blocks
 - Network Architectures
 - Connecting it all together
- Mobile
 - 3GPP (GSM) Family
 - 3G and Beyond
 - 3GPP2 Family
 - Alternative Access (incl. WiFi)
- Fixed
 - Access Schemes
 - DSL Technology
 - Cable
 - Fibre
- Convergence
 - Technologies
 - NGN and IMS
- WiMAX
 - Capabilities
 - Implementation
 - Technology

M5 Corporate Finance

This module uses a market-oriented approach to assess major areas of applicable financial knowledge. It provides the tools to allow telecom executives to develop their financial awareness, and to apply their skills and knowledge as they develop new service propositions, or manage busy departments. It better places each participant for survival in the competitive environment of modern telecommunications.

THE BUSINESS FINANCE CYCLE

- Identifying the flow of funds in a commercial business
- Determining the factors influencing the sourcing of finance

BUSINESS SIMULATION

Telecoms Business Simulation – Island Telco 2011

The unique Island Telco 2011 Business Simulation runs throughout the week – acting to tie each of the modules into the bigger picture in a practical and interactive way. As we deal with each major aspect of telecoms throughout the week, Island Telco 2011 allows you to test your ideas and understanding in a simulated environment, maximising the opportunity for learning, whilst developing a much more complete picture of the telecoms environment.

Working competitively in teams, you are asked to develop a business plan to run a converged telecoms operation on a Caribbean Island – presenting your plans to a license commission on day 5 in order to win the license to operate. All the major aspects of telecoms need to be

CAPITAL STRUCTURE

- Implications of financial risk
- The relationship with operational risk

ACCOUNTING DATA AND ITS USE IN CORPORATE CONTROL AND PLANNING

- The two principle documents
- Balance sheet
- Profit and loss account
- Putting it all together using the published accounts of a major telecoms organisation

CASH FLOW

- Tracing the vital flow of cash through every channel of business activity
- Cash being the one certain fact in the whole mix

COST/VOLUME/PROFIT ANALYSIS

- The strategic trade-off of volume and price
- Contribution analysis
- Profit value relationship

CAPITAL BUDGETING – THE CRITICAL AREA OF IRREVERSIBLE INVESTMENT

- Appraisal techniques
- The capital asset pricing model (CAPM)



DAY 3

M6 Leadership and People Development

So, what does it take to be an effective leader in today's telecommunications environment – a world of continuous change and constant challenges?

This day long module is designed to optimise your effectiveness as a leader. It explores how you can use your management and leadership style as a strategic tool to align your organisation's culture with its strategic business objectives – whilst building support for your projects.

“Brilliant practical concept...”

SS, SWAZI MTN LTD

considered and developed within the simulation, including:

- Overall strategy
- Financial aspects
- Leadership and people management
- Competitive landscape
- Customer proposition,
- Marketing and positioning
- Technology choices
- Rollout and launch

Whether you work for a telco, vendor or service provider, the Island Telco 2011 Business Simulation provides an extremely effective environment in which to build your understanding of your customers, your organisation, your people, and your place in the competitive telecoms landscape. Expert reviews, feedback and discussions ensure maximum learning value is achieved.

The programme looks at real world leaders and examines how they achieve the results that they do. It also looks at your existing level of competency in core leadership areas and provides feedback on your leadership style.

We explore leadership in the real world, with a focus on overcoming resistance to change, dealing with politics and the dynamics of power distance.

FUNDAMENTAL CONCEPTS ABOUT EXECUTIVE LEADERSHIP

- Personal development and leadership development in the context of organisational growth, success and decline
- The relationship between leadership and management?
- The core competencies of effective executive leadership and how you measure up
- Your personal executive leadership strengths and areas for development

LEADING SUCCESSFUL CHANGE

- How to anticipate the need for change
- How to create the conditions for change

- Why people resist change and the strategies for handling this resistance
- The main steps for leading successful change efforts
- Case studies in leading successful organisational transformation and what we can learn

THE LEADER'S ROLE IN ENERGISING AND INSPIRING PEOPLE

- Inspiring others and talking the talk
- Building personal credibility and walking the talk
- Building and sustaining trust
- Energising the organisation through real empowerment

LEADERSHIP STYLES

- The performance dimension of leadership
- The four styles of performance leadership, how and when to use them
- Your own performance leadership style profile and its implications for the challenges you face
- Which styles do you need to develop

DAY 4

M7 21st Century Telecoms Marketing

Ensuring the provision of a viable and competitive customer proposition is vital to the success of a telecoms operator, and in turn, the telecoms vendors (handset and network), and service providers. A key element of ensuring that success is communicating the proposition effectively.

This module provides useful insights into marketing and positioning strategies employed within the telecommunications industry. We focus on assessing that the right products are developed within different market environments, and that marketing communications are effective, focused and timely.

- Marketing principles
- Marketing channels
- Positioning
- Segmentation
- Branding
- Promotion
- MVNOs

M8 Service Delivery and Supporting Systems

As the service mix becomes increasingly complex (and IPcentric), effective service delivery and support systems become increasingly important. This module looks at the issues of service implementation, provision, control, and billing.

Both the Operational Support System (OSS), and Business Support System (BSS) are examined, including the evolving techniques used in modern Billing systems and CRM platforms. Finally, we focus on simplifying the provision of OSS and BSS systems through initiatives such as NGOSS.

- The Service Mix
 - Fixed
 - Mobile
 - Convergent

- Delivering the service
 - IN and CAMEL
 - Service delivery platforms
 - IMS for service delivery
 - Delivering TV services
 - Location Based Services
- Supporting service provision
 - OSS
 - BSS
 - NGOSS

M9 Operating in a Competitive Environment

Competitive Advantage and the Role of Regulation

Building and maintaining sustainable competitive advantage in a dynamic environment depends on clearly identifying and meeting customers' strategic requirements profitably. This session briefly looks at how to identify and put in place sources of competitive advantage.

We then examine the role of Regulation – firstly the purpose and implications of regulating the competitive environment (and any possible unfair competitive advantage), followed by the wider requirements of providing telecommunication services in developed or developing economies. Finally, we take a more detailed look at the key players, licensing, and the key challenges.

- Sources of competitive advantage
- Building market-based sustainable competitive advantage
- Strategic organisational and market alignment
- Measuring strategic effectiveness
- The requirement for regulation
- Benefits and implications of regulation
- Key players in regulation
- Licensing
- Key challenges

BUSINESS SIMULATION DEVELOPING THE STRATEGY

Time is set aside for teams to further develop their strategy to ensure they are fully focused on the needs of the customer in the context of the wider business strategy.

DAY 5

BUSINESS SIMULATION BRINGING IT ALL TOGETHER

With all the pieces of the puzzle in place, the teams develop their full business plan in preparation for the team presentations, ensuring they have covered all the major aspects required for success in the modern telecoms business environment.

Delegate team presentations

Comprehensive business simulation presentations are delivered by each team, presentations include:

- Overall strategy and objectives
- Market considerations
- Financial aspects
- People management
- Positioning & branding
- The service proposition
- Technology choices
- Content delivery
- Network infrastructure
- The rollout plan

REVIEW SESSION

This section is used to review the bid presentations – providing valuable feedback and a critical appraisal. It is facilitated by the programme speakers.

Here are just some of the 350 companies worldwide whose executives have attended the Telecoms Mini MBA

| | | | | | | |
|---------------------------------------|------------------------------|-----------------------------------|--------------------------|----------------------------------|--|---|
| Operators | Econet Wireless | MTN | Teliasonera Denmark | Evolving Systems | Government/ Regulator/ Industry Association | Nigerian Communication Commission |
| Afghan Wireless Communication Company | Etisalat | MTS Mobile Telesystems | T-Mobile | Hewlett Packard | Bureau Telecommunication & Post (Netherlands Antilles) | Telecom & IT Regulator |
| Areeba | Flora Telecom | Nashua Mobile | Turk Telekom | IBM | CANTO | Telecom Development Company Afghanistan |
| Armentel | France Telecom | Nawras Telecom | Turkcell | IntellITS | Comision Federal De Telecomunicaciones (Mexico) | Telecommunications Regulatory Authority (UAE) |
| Asiacell | Gamcel | Net One Cellular | Ufone | LG Electronics | Communications Regulation (Ireland) | Other |
| Astrid Nv Sa | Geocell Ltd | New Telecom | Uganda Telecom | LogicaCMG | Communications Authority (Zambia) | Atos Origin |
| Atheeb Telecommunications | Globe Telecom | Next Mobile | Umniah Mobile Co | Lucent Technologies | Council For Electronic Media (Croatia) | Barwa Real Estate |
| Atlantique Telecom | Golden Telecom | O2 | Unitel | Maut Systems | Federal Airport Authority of Nigeria | BBC |
| Azercell Telecom | Grameen Phone | Oman Mobile | Verizon | Merryworld Technologies | Independent | Carphone Warehouse |
| Bahrain Telecoms | Grintek Technologies | Omani Qatari Telecommunications | Vodacom | Microsoft | Communications Authority of South Africa | Cineworld Ltd |
| Bakcell | GSM Kazakhstan | Omantel | Vodafone | Motorola | Ministry of Foreign Affairs of Denmark | Deloitte Business Consulting |
| Banglalink Sheba Telecom | Jersey Telecoms | Orascom Telecom | Wafarid Telecom | Nortel Networks | Ministry of Interior – National (Saudi Arabia) | Detecon |
| Baud Telecom | Kpn Mobile | Pakcom | Wataniya Telecom | Oracle | Ministry of Posts & Telecommunication (Saudi Arabia) | Ernst & Young |
| Belgacom | Kyivstar GSM | Palestine Cellular Communications | Westcom Wireless | Research In Motion | Ministry of Telecoms & IT (Saudi Arabia) | First National Bank |
| Botswana Telecommunications | Malaysian Mobile Services | Polkomtel | Wind Telecom | Saudi Networkers Services | | Harris Stratex Networks |
| BT | Mascom Wireless | Qanawat Telecom | Zain Vendor | Siemens | | Mckinsey & Company |
| Bulletin Wireless | Mauritius Telecom | Roshan | Airwave Solutions | Sony Ericsson Mobile | | Neoconsult Aps |
| Cable & Wireless | MCEC | Safaricom Ltd | Billpro Software | Springcell Integrated Technology | | Stratex Networks |
| Celcom Malaysia | Meteor Mobile Communications | Saudi Telecom | CGI Information Systems | Sun Microsystems | | Thales Training & Consultancy |
| Cell C | Mobilink | SK Telecom | Cisco Systems | Suntel Ltd | | Thames River Capital |
| Celtel | Mobilink GSM | Supercell | Ciscom | Symbian Software | | The Number UK |
| Cosmote | Mobilitel | Telecel | Citex | Texas Vee Networks | | Universal Service Provision Fund |
| Deutsche Telekom | Mobily | Telecom Namibia | Comverse | | | Qatar Petroleum |
| Docomo Europe Ltd | Mobinil | Telefonica Movil | Digital Bridge Institute | | | |
| DU Telecom | Mobiserve | Telekom Slovenije | DMC Stratex Networks | | | |
| | Moldcell | Telenor | EMC Computer Systems | | | |
| | MTC | Telesis Communication & Security | Ericsson | | | |

Peace of mind in choosing the Telecoms Mini MBA from the Informa Telecoms Academy

- Informa Telecoms and Media is THE leading provider of industry Intelligence and market data to the Telecoms Industry – researched by 100+ analysts globally with full-time analysts on every continent
- Truly outstanding delegate feedback and evaluations – the MAJORITY rating the course as EXCELLENT, and 98% rating it EXCELLENT or GOOD
- Impressive Alumni – 3500 top industry professionals from around the world and from the different telecom sectors have benefited from the Mini MBA for the last six years, including many CEOs, CFOs, CMOs and CTOs

Here's what past Telecoms Mini MBA delegates have had to say about the programme:

"Effective, detailed, well delivered! Absolutely the most specific, hard hitting and 'to the point' telecoms training I have received." **TO, ERICSSON**

"Great presenters, extremely knowledgeable" **AM, ROSHAN**

"I really enjoyed the course! I would have liked to be able to spend more time with the teams and presenters" **SM, APPLE**

"Highly comprehensive coverage of the telecoms industry" **DS, VIVA**

"Very interesting, made me think out of the box" **OO, HARRIS STRATEX**

"This is an excellent comprehensive training course giving a clear idea of the telecoms industry" **GS, DU**

"Very useful and so much related to my job!" **LA, ZAIN**

"Great learning experience" **VK, VODACOM**



For more information on the program please contact Teresa or Regenie:

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Expert speaker facility

Your team of presenters and facilitators are all experts in their fields, including technical specialists, management consultants and finance specialists. All the facilitators are highly accomplished business trainers who will work with you to ensure understanding throughout the five days.

PROGRAMME DIRECTORS

Tony Wakefield is Training Director at the Telecoms Academy. Tony started his career in telecoms in 1981 with British Telecom, and now heads up the Informa Telecoms Academy. He trains across a wide range of subjects, including in-depth engineering training, and as Programme Director on the Telecoms Mini MBA and more advanced programmes. Tony has a degree in Electronics and Physics from Loughborough University, and is a full Member of the Institute of Leadership and Management.

Alan Mayne, Training Manager, has a wealth of experience in telecommunications and IT – having previously worked for BT, DEC, and Ericsson, where he had responsibility for supporting the GSM Network roll-out for a UK operator. Alan was also Training Manager for the Ericsson UK training centre, moving to the Telecoms Academy in 2001. He presents on a range of technical and business courses, and has full responsibility for the Telecoms Mini MBA programmes.

Dave McNally, Senior Telecommunications Trainer, began his career as a fully qualified Communications Officer and Senior Engineer with Cable and Wireless, Dave now oversees the Telecoms Academy's suite of advanced technology programmes which includes LTE and WiMAX. His huge experience and knowledge, as well as his flexible and dynamic presentation skills means he is also a very capable Programme Director on a range of telecoms management programmes.

Dr. John Massey has over 15 years experience in telecoms. During this time he has researched and analysed both technologies and business strategies in a range of areas covering mobile, fixed, IP and broadcasting. He was previously Research Director for Informa Telecoms & Media, during which time he was responsible for the conference agenda for the 3GSM World Congress, and researched new technologies and markets in order to create Informa's schedule of international conferences.

Dave Bowler has an extremely strong telecommunications training background, having gained a great deal of experience managing training for Cable and Wireless and Mercury Communications. He focuses primarily on advanced technology and business programmes. Dave oversees the Telecoms Academy Distance Learning portfolio, but also delivers a very wide range of training programmes to both technical and nontechnical audiences.

Paul Kilby offers over 25 years experience in Telecoms & IT. He has extensive management, regulatory and project experience, holding a BEng honours degree and an MBA (Cranfield). Paul effectively conveys technical and business concepts to his delegates, whatever their background. Specialising in Modern Business & Telecoms Networks, he has special technical interests within 3/4G Air Interface & Infrastructure, SS7 over IP, & HSPA.

Sue Uglov is a strategy and marketing specialist who oversees the Telecoms Academy portfolio of marketing programmes. She has an MBA from Henley Management College and is an experienced visiting lecturer on strategy, marketing and telecoms with UK business schools and universities. Sue has also been a full time telecoms analyst with Ovum and Gartner Group, and continues to follow the market closely.

PROGRAMME PRESENTERS

Paul Blackhurst is an independent consultant, speaker, trainer, coach and facilitator. Following on from an early career in business-to-business marketing and sales, Paul moved into management development over 12 years ago and works across four continents designing and delivering successful management development and leadership interventions for businesses. He has worked widely within the Telecoms sector.

Helena Boschi has worked as an organisation specialist for sixteen years with companies including British Airways, Cable & Wireless, Royal Bank of Scotland and Accenture focussing on leadership, cross-cultural communication and teamwork. Helena brings a depth of research and knowledge to her programs but focuses on the practical, enabling participants to apply concepts and ideas to their own organisational environments.

Stephen Brookson specialises in the provision of tailored finance training. He qualified as a chartered accountant in 1980 with KPMG and, after a period in industry, joined a leading organisation in the provision of training for chartered accountants in practice. He then joined Ernst & Young for a number of years as a consultant. An independent consultant – he develops training in the public and private sectors.

Anna Carvisiglia is a qualified Chartered Accountant (ACMA) and has worked in senior financial roles across a number of fields, including software and hi-tech. She has a wealth of experience covering a range of commercial sectors. Anna runs courses for a wide range of delegates, including senior directors – using engaging and accelerated learning techniques in a training style which is lively and energetic.

Eddie Chauncy studied at Cambridge before training as a Chartered Accountant and spending over 15 years in senior financial roles for companies such as Microsoft, Ericsson and Telewest Broadband. Initially working with Ericsson's international telecoms training centre, Eddie specialised in helping others to develop their financial skills, particularly in the telecoms and hi-tech sectors. He runs highly enjoyable and engaging courses for telecoms operators and technology companies as part of the Telecoms Academy Team.

Chris Dickin was trained as a management accountant with the Rolls-Royce aerospace division in Derby, UK. Academically, he qualified as a professional accountant and gained a Masters degree in financial control. Practically, he has a wide experience of industry and commerce including senior positions in the finance function of several major companies.

Gordon Raitt is an international management consultant specialising in the development of effective relationships at all levels within an organisation. He has almost 20 years experience designing and delivering programmes that focus on leadership, motivation, teambuilding and the development of customer lifetime value.

Mike Walshe has worked in Employee Relations, HR and general management in a range of companies for twenty five years specialising in leadership development and performance management. In 2001 he set up his own practice and has been retained by a number of businesses to work with their senior management teams. His open and enthusiastic style, practical approach and use of easily applicable tools and techniques ensure that learning is highly relevant and motivational.

Grant Vernon is an accountant turned corporate speaker and trainer who specialises in teaching financial intelligence. His expertise is facilitating complicated financial and management theory into simple, immediately implementable concepts. He is the author of two popular finance books, a founder member of the Professional Speakers Association and is also a guest presenter at several Universities and Business Schools.

CANTO Caribbean Telecoms Mini MBA

5-9 December 2011

To register please return your completed form to:

Teresa Wankin
Operations & HR Manager
CANTO, 67 Picton Street
Newtown, Port of Spain
Trinidad and Tobago, W.I.

Contact details:
Tel: (868) 622 3770/4781/0929
Fax: (868) 622 3751
Email: twankin@canto.org

Venue: Best Western Belize Biltmore Plaza
3 Miles Northern Highway
Belize City, Belize
Tel: 501 223 2302
Fax: 501 223 2301
Email: reservations@belizebiltmore.com
Code (for reservations): CANTO GROUP

DELEGATE DETAILS (for ease, attach your business card) – please photocopy form for multiple bookings

1 (Mr/Mrs/Ms/Miss/Dr) Family Name _____ Forename _____
E-mail _____ Tel _____
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Any special requirements? _____

2 (Mr/Mrs/Ms/Miss/Dr) Family Name _____ Forename _____
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Name of Company| _____
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PAYMENT INFORMATION

I would like to attend the CANTO Caribbean Telecoms Mini MBA on 5-9 December 2011:

- Full members US\$6,000.00
- Affiliate members US\$6,500.00
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Delegates who do not pay with their booking are requested to provide a copy of bank transfer/credit card/ cheque details to help payment allocation. Staff at the event will request a credit card guarantee for delegates without proof of payment.

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