

ABOUT US:

Charles & Gold Consulting mission is to provide individuals and groups of medium to large companies with high-quality training, seminar and professional programmes with complementary consultancy services. At Charles and Gold Consulting we recognize the knowledge gap and serve as a link between the supply and the demand side of the knowledge market.

We help companies build and develop a project and business culture with methodologies aligned to their existing processes and framework.

We understand that our customers have simple quests which range from how to make more money, save more money and solve problems that will put them at peace. This is why we leave nothing to chance but monitor and measure result against commitments.

Company Vision:

Our vision is to impart truth in knowledge into individuals and organisations with a view to help them multiply their value and earnings.

Company Mission:

Provide customers with the capacity to exceed their strategic goals by creating a service-based company whose primary aim is to delight our customers.

MANAGEMENT TEAM:

Charles Efe:

Charles is an author, blogger, business speaker, small business coach and serial entrepreneur with great personality and great interest in innovation and creativity. He grew up with parents who are educationist; he is an expert in and trains project Management, risk Management, business analysis, marketing & sales, entrepreneurship and dominate that space.

Charles showed his desire to be a corporate trainer when he was admitted into the University of Ibadan 1998 where he studied Agricultural science and majored in Economics. He graduated with a second class upper. He has an MBA from Metropolitan School of Business and Management UK and a Certificate in Finance in New York Institute of Finance.

He is a certified trainer and member of Project Management Institute (**PMP**), International Institute of Business Analysis (**CBAP**), Institute of Operational Risk (**IOR**), Global Association of Risk Professionals (**GARP**) UK and National Institute of Marketing of Nigeria (**NIMN**). He has attended several local and international training in sales, negotiation, marketing, entrepreneurship, project management and business analysis among others.

Charles' Value proposition is that he reads at least 4 books a month to stays current in his field. He has great affinity for research and development on subject matters in his market space.

He believes knowledge is the fuel that fuels success.

Adetoun George:

Adetoun George is graduate of Economics and has passion for numbers. She demonstrated her desire for numbers when she was admitted into the University of Jos where she graduated year 2007.

To further gain credence in that space, she enrolled into the University of Lagos for a master's programme where she bagged an MSc in Economics. She is currently the Head of Operations at Charles & Gold Consulting a position she held since inception.

She has brought in her wealth of experience in business administration, cost minimization strategy, development of costing model and staff management.

Agunbiade Adetunji:

Adetunji is a graduate of Obafemi Awolowo University, an expert in co-ordination; communication and organizational skills gained over the course of life and his environmental and business experiences. He has great emotional quotient and ability to help others to become better version of themselves.

He trains emotional intelligence and help people to understand the inner power in them with a view to explore it. He is presently the business Development manager for Charles & Gold consulting.

INTERNATIONAL CERTIFICATE PROGRAMMES

1. PROJECT MANAGEMENT PROGRAMME (PMP) TRAINING: PMP® Exam Prep

Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

WEEKDAY CLASSES	April Mon 4 - Fri 8	May Mon 23 - Fri 20.	July Mon 4 - Fri 8
WEEKEND CLASSES	Feb Sat 6, 13 & Sun 7,14.	Aug Sat 6, 13 & Sun 7,14.	Nov Sat 5, 12 & Sun 6, 13

(Available also as an In-plant Training)

About the program:

The **PMP® Certification Exam Prep Course** is an instructor-led class designed to prepare project management practitioners for the Project Management Professional (PMP®) or Certified Associate in Project Management (CAPM®) examination. Course content and delivery is structured around The Guide to the Project Management Body of Knowledge (PMBOK®) sixth Edition knowledge areas and supplemental exam materials. It is designed to help PMP®/CAPM® candidates optimize their study and preparation time for the respective certification examinations.

Who should attend:

- Individuals who are planning to sit for the Project Management Professional (PMP®) or Certified Associate in Project Management (CAPM®) examination.
- Anybody that perform Project management roles such as initiating, planning, executing, monitoring and controlling of projects.

Training Objectives:

The implementation of the proposed project management training will result in the following advantages for participants:

- Equip participants with a well-defined methodology for initiating, planning, executing, monitoring & Controlling and closing of projects.
- Provision of tools and techniques necessary for project management success.
- Ability to relate projects to organizational strategic goals.
- Definition of major project phases, inter-phases, deliverables and milestones.
- Development of Work Breakdown Structure (WBS) and definition of work packages.
- Identification and planning of project risks.
- Use of network techniques to develop practical, realistic project schedules and to ensure timely completion of the project.
- Control of project costs, schedule and quality of project deliverables.

Scope of Training Workshop:

This training will be based on Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®). The intended scope of this training workshop will cover the following areas:

- **Module 1 – Project Management Overview**
 - Overview of Project Management Framework
 - Organizational influences of Projects
 - Project Life Cycle definition and design
 - Phases, tasks, deliverables and milestones.
 - Roles and responsibilities of project stakeholders (sponsor, project manager, customer and the project team).

- **Module 2 – The 5 Project Management Groups**
 - i. Initiation
 - ii. Planning
 - iii. Executing
 - iv. Monitoring & Controlling
 - v. Closing

- **Module 3 – The 10 Project Management Knowledge Areas**
 - a. Project Integration Management**
 - Development of Project Charter
 - Development of Project Management Plan
 - Directing and Management of Project Work
 - Monitoring and Control of Project Activities
 - Performing Integrated Change Control

 - b. Project Scope Management**
 - Definition of Project Scope
 - Creation of Work Breakdown Structure (WBS)
 - Validation of Scope
 - Control of Scope

 - c. Project Time Management**
 - Definition of Project Activities
 - Sequencing of Project Activities (Network Diagram Techniques)
 - Estimation of Activity Resource
 - Estimation of Activity Durations
 - Development of Project Schedule
 - Control of Project Schedule

 - d. Project Cost Management**
 - Estimating Techniques
 - Determination of Project Budget
 - Effect of schedule changes on project cash flows
 - Costs Monitoring & Controlling

 - e. Project Quality Management**
 - Overview of Quality Concepts (TQM, Six Sigma, Kaizen)
 - Project Quality Processes (Quality Planning, Assurance and Control)
 - Tools for Project Quality Control

f. Project Human Resources Management

- Developing Human Resource Plan for the Project
- Acquiring the Project Team
- Development of Project Team
- Management of Project Team

g. Project Risk Management

- Identification of Project Risks
- Risk Analysis and Assessment (Qualitative and Quantitative)
- Development of Risk Response Plan and Contingency Plans
- Risk Evaluation, Monitoring and Control

h. Project Communication Management

- Project Communications Channels and pathways
- Information distribution and progress reporting
- Project Performance Report

i. Project Procurement Management

- Development of Procurements Plan
- Execution of Procurements Activities
- Monitoring and Control of Procurements Activities
- Closure of Procurements Activities

j. Project Stakeholder Management

- Identification of Project Stakeholders
- Development of Stakeholder Management Plan
- Monitoring and Control of Stakeholder Activities

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount

More than 6 participants: 10% discount

Class Session: 9.00 a.m. – 4.00 pm daily.

DIPLOMA IN PROJECT MANAGEMENT FOR BEGINNERS.

WEEKDAY CLASSES	July Wed 6 - Fri 8
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Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

In plant training available upon request.

Course Overview:

This course explores the fundamentals of project management with a view to establish a more efficient and effective way of managing projects. We will examine principles and concepts behind project management. From defining the problem, establishing project objectives, and building a project plan to meeting deadlines, managing team resources, and closing the project. The course also provides tips for reporting on project performance, keeping a project on track, and gaining customer acceptance. This is purely a certification programme.

Training Outline:

Introduction

1. Exploring Project Management:

- Defining a project.
- Defining project management.
- Understanding what it takes to be a project manager.
- The five processes of project management.

2. Initiating a Project

- Initiating a project.
- Writing a problem statement.
- Defining project goals and objectives.
- Choosing a strategy.
- Gathering requirements.
- Understanding deliverables and success criteria.
- Identifying assumptions and understanding risks.
- Creating a scope statement.
- Identifying stakeholders.
- Obtaining approval.
- Writing a project charter.

3. Planning a Project

- Planning a project.
- Understanding work breakdown structures.
- Building a work breakdown structure.
- Defining work packages.
- Building a schedule.
- Identifying resources.
- Building a project budget.
- Identifying risks.
- Creating a risk management plan.
- Setting up a communication plan.
- Developing a quality management plan.
- Setting up a change management plan.

4. Building a Project Schedule

- Estimating.
- Creating dependencies between tasks.
- Understanding work, duration, and units.
- Using milestones as a tool of progress.
- Making a realistic schedule.
- Understanding the critical path.
- Understanding the critical chain method.
- Shortening a schedule – schedule compression schedule.
- Documenting a baseline.

5. Running a Project

- Running a project.
- Executing a project.
- Understanding team dynamics.
- Managing team resources.
- Gathering data.
- Evaluating progress.
- Understanding earned value analysis.
- Reporting on progress.
- Understanding financial measures.
- Communicating effectively.
- Running meetings effectively.
- Getting a project back on track.
- Managing change, risk, and quality.

6. Closing a Project

- Closing a project.
- Gaining customer acceptance.
- Documenting lessons learned.

- Preparing a close-out report and archiving.
- Closing contracts and accounts and transitioning.
- Conclusion.
- What's next?

Fee: N65, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

THE RISK MANAGEMENT PROFESSIONAL (PMI-RMP) EXAM PREPARATION COURSE

WEEKDAY CLASSES	May Mon 16 - Wed 18.	Aug. Wed 24 - Fri 24.
WEEKEND CLASSES	Mar Sat 12 & 19, Sun 13.	Nov Sat 3 & 4, Sun 10.

Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

In plant training available upon request.

Course Overview:

In project and program management it is inevitable that something can and will go wrong. The difference in successful project management is adequately assessing the risks and then executing a successful risk response. Organizations must have solid project risk management best practices in place in order to deliver projects within specified time frames, budgets, and quality requirements. Proactive risk management allows a project manager to optimize project results by implementing proven tools to plan for both threats and opportunities.

The course will present different approaches to identify risks; qualitative and quantitative methods to analyze risks and determine their impacts; risk ranking and response techniques; and approaches to monitor, control, and communicate risks throughout the project life cycle. Increase the probability of project success by applying techniques to reduce threats and enhance unexpected opportunities. Learn how to prepare a comprehensive risk management plan. Discover different approaches to identify, assess, and quantify risks and their impacts.

Who Takes This Course

This course is intended for project managers, program managers, sponsors, and any team members who are part of the risk identification and response process and want to learn to quantify risks and create effective risk response strategies to deliver projects that meet stakeholder expectations.

Learning Objectives

- Apply scalable planning methods to prepare for project risk management.
- Prepare a risk management plan to guide your risk approach.
- Communicate risks effectively to all project stakeholders.
- Identify project risks by using different identification tools.
- Use multiple techniques to identify and document risks.
- Integrate risk management techniques and results into a balanced project management approach.
- Perform qualitative risk analysis to prioritize risks for response and monitoring.
- Perform quantitative risk analysis to assess risk to the overall project cost and schedule objectives.
- Incorporate expected value, probability, and distribution into your risk analysis.
- Estimate and characterize the impact and timing of risks on your project.
- Determine and implement appropriate risk response strategies based on risk analysis.
- Monitor and control identified and emerging risks based on risk plan and project

execution results.

Course Topics

Risk Management Overview

- › Key Risk Terminology.
- › Risk Management Process.
- › Risk Stakeholders.
- › Establishing a Risk Culture.
- › Lesson Conclusion.

Plan Risk Management

- › Risk Management Planning.
- › Scalable Planning Methods.
- › Stakeholder Risk Tolerance.
- › Probability and Impact Scales.
- › The Risk Register.
- › Risk Management Plan.
- › Lesson Conclusion.

Identify Risks

- › Identifying Risks.
- › Risk Identification Tools & Techniques.
- › Writing Risk Statements.
- › Lesson Conclusion.

Perform Qualitative Risk Analysis

- › Perform Qualitative Risk Analysis.
- › Probability and Impact.
- › Risk Probability and Impact Assessment.
- › P x I Matrix.
- › Lesson Conclusion.

Perform Quantitative Risk Analysis

- › Perform Quantitative Risk Analysis.
- › Decision Analysis and Support.
- › Analyzing Cost and Schedule Risk.
- › Project Cost Estimates Using PERT.
- › Project Cost & Schedule Risk Analysis Using PERT
- › Monte Carlo Simulation.
- › Lesson Conclusion.

Plan Risk Responses

- › Plan Risk Responses.
- › Risk Response Strategies.
- › Documentation Updates.
- › Lesson Conclusion.

Control Risks

- › Control Risk.
- › Risk Monitoring Tools.
- › Communication of Risk Results to Stakeholders.
- › Risk Status Reports.
- › Lesson Conclusion.

Course Summary

- › Risk Management Process.
- › Plan Risk Management.
- › Identify Risks.
- › Perform Qualitative Risk Analysis.
- › Perform Quantitative Risk Analysis.
- › Plan Risk Responses.
- › Control Risks.
- › Developing an Action Plan.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

CERTIFIED BUSINESS ANALYSIS PROGRAMME (CBAP) TRAINING

WEEKDAY CLASSES	June Mon 8 - Wed 10.	Aug. Wed 24 - Fri 26.
WEEKEND CLASSES	Mar Sat 12 & 19, Sun 13.	Oct. Sat 15 & 22, Sun 16.

Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

In plant training available upon request.

Programme Overview:

This course provides targeted exam preparation support for IIBA® Certified Business Analysis Professional exam candidates, including both an IIBA® BABOK® content review and exam preparation tutorial. You will be given a Study Guide that you can reuse to assess your knowledge gaps as part of your Personal Action Plan. The course materials include a copy of the Guide to the Business Analysis Body of Knowledge (BABOK®). This is a practical based training session with expectations and class work with group presentations.

Who should attend:

- Individuals who are planning to sit for the Certified Business Analysis Professional (CBAP®) exam sponsored by the IIBA®.
- Anybody that perform business analysis role.
- Anyone who is responsible for the growth of an organisation.

Learning Objectives

Upon completion, participants will be able to:

- Demonstrate familiarity with the structure and content of the IIBA® BABOK®.
- Improve their probability of passing the CBAP® Exam.
- Identify their knowledge gaps through the use of module practice exams.
- Gauge their readiness for taking the exam by IIBA® BABOK® Knowledge Area.
- Formulate a business analysis framework for success in their organisation.

Course Overview

- Foundation Concepts for IIBA® CBAP® Prep.
- Business Analysis Planning and Monitoring.
- Elicitation.
- Requirements Management and Communication.
- Enterprise Analysis.
- Requirements Analysis.
- Solution Assessment and Validation.
- Exam Application/Preparation Process Tutorial.
- Recap & Closing.

Participants Receive

- Comprehensive Student Guide.
- Study aids and tools // Audio & video books.
- Supplemental Practice Exam that includes CD with exam questions.
- 21 Education Contact Hours & Certificate of Participation.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.

THE INTERNATIONAL CERTIFICATE IN BANKING RISK AND REGULATION EXAM (ICBRR) –
(Awarded by Global Association of Risk Professionals (**GARP**) ®).

WEEKDAY CLASSES	April Mon 18 - Fri 22.
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Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

In plant training available upon request.

About the program:

The **International Certificate in Banking Risk and Regulation exam (ICBRR)** is a higher level qualification requiring a deep understanding of financial risk management methodologies and knowledge of the regulatory principles stated by the Basel Committee on Banking Supervision.

The subject areas covered are broadly as follows:

1. Market Risk Management
2. Credit Risk Management
3. Integrated Risk Management
4. Operational Risk Management.

Pre-requisites:

No prior knowledge of risk management is required.

Who should register for the ICBRR exam?

- Professionals in banking, financial services, banking regulatory agencies, consulting firms, government organizations and agencies, central banks.
- Professionals in non-risk groups: accounting, audit, compliance, IT, legal, operations, portfolio management, research, sales and trading.
- Bankers, traders, portfolio managers, risk managers.

Benefits of earning the ICBRR certificate:

1. Build the ability to recognize banking risks.
2. Help prevent potential risk events from arising.
3. Find effective solutions to risk issues – Risk planning.
4. Demonstrate higher understanding of the risks in banking and the need for banking regulation.
5. Develop an understanding of the methods for the measurement and management of traded market risk.
6. Acquire the requirements for the measurement and management of treasury risk in banking.
7. Acquire the methods for the measurement and management of credit and operational risk.
8. Understand the requirement for the supervision of banks and the disclosure of market information.

Fee: N55, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

DESIGNING A SALES FUNNEL

Understanding why people buy – Part 1:

- Why People Buy?
- Consumer buying lifecycle and stakeholder management system.
- Value proposition & USP.

Understanding Why People Buy (Theories) - Part 2:

- Meeting emotional need people are willing to pay for.
- Maslow's Hierarchy.
- Products & Services.

Creating Magnets: Effective magnets that attracts:

- Landing Page Introduction.
- A/B Testing.
- Turning Browsers into Buyers.

Keeping customers: Lead Management & Nurturing:

- Lead Management –
 - Qualifying your leads.
 - Conversion rate/energy.
- Getting Found Online.
- Lead Nurturing.

Creating Resale and referral system: Creating the multiplier and leverage:

- Lead Management.
- Lead Nurturing.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

SALES & MARKETING COURSES:

1. BECOMING A SALES SUPER STAR

WEEKDAY CLASSES	Feb Wed 17 - Fri 19.	Nov Mon 7 – Wed 9
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Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

In plant training available upon request.

About the Program

This course is a practical sales / marketing course that explore skills and knowledge needed to become a sales super star and gain marketing credibility and share. It also aims to provide a practical insight into the principles and application of sales / marketing at a tactical level (on the street).

Who is it for?

This qualification is aimed at those who are working in sales roles, usually within the marketing function, but also targets individuals in more senior roles, particularly in SMEs, where marketing is only part of what makes the company to meet its revenue target. The certification provides a practical insight into the principles and application of sales at a tactical level.

Who should attend?

- Business development unit member.
- Sales and marketing member.
- Marketing assistants, coordinators and executives.
- Marketing managers in SMEs without formal marketing qualifications.
- Non-marketers with aspirations for marketing.
- Existing marketers who desire to be a professional sales person.

What will you learn?

- Setting clear sales goals and objective.
- Planning a sale mission and execution.
- Developing a 'no for a question attitude'.
- Reading customer like a book.
- Interpreting and Understanding customer's verbal and non-verbal objections.
- How to handle different types of objections.
- Practicing relationship marketing.
- Understanding the sales budget and sales funnel principle.
- Closing the sale.
- Case study and role plays.

Why this training? Because of 3 dirty truths:

- Without a defined sales plan and process that actually works for your unique selling environment and product, there's no way to effectively navigate through the sale, let alone to coach anyone on how to do it more effectively. Selling is an act and a science. It can be learnt and developed.
- Sales managers are unknowingly allowing middle and low-performers define the sales culture for the entire team. Effective, purposeful selling is a thrill, but it's rarely

the easiest, most comfortable or most intuitive option at any point in the sales process.

- It is the organisation's role to create a well standardized designed process and procedure that guides how their sales team present and delight customers. This must be a policy document.
- Sales department is the engine room of any organisation. With the best operation staff and sub optimal sales force a company is bound to bleed to death. Getting them equipped is the least you can give to your sales general.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

2. DESIGNING A SALES PLAN, FUNNEL & CULTURE.

WEEKDAY CLASSES	May Tue 24 - Fri 27	Sept. Mon 5 - Wed 7	Nov Mon 14 - Thur 17
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Lagos Venue: 106 Apapa Road beside Zenith Bank Lagos.

In plant training available upon request.

Course Overview:

Will your Sales and Service Culture move your organisation to the next level? High-performing banks achieve greater profitability, increased productivity, and an all-important competitive edge. Strengthening your sales and service culture will lead you to becoming a high performing organisation.

“Sales culture” should mean different things to different banks, organisations, depending upon their current strategic plan, long-range business plan, market penetration and senior management vision and commitment. **It is the engine that drives employees towards peak performance.** In order to achieve that peak performance, employees need to understand what they are expected to accomplish and more importantly, why. There is not one approach that will work for all organisations. You choose the pace in which to proceed; the level of commitment regarding time and resources. A sales culture must reflect the management style in order to succeed! In other words, your bank's environment must support your sales culture. Therefore, the first step in developing a sales culture is defining what sales culture means to your organisation.

Objective of this training session:

- Increased Sales/Profits.
- Customer Satisfaction.
- Quality Customer Service.
- Employee Satisfaction.
- Internal Quality Service.

SECTION 1: - DESIGNING A SALES PLAN

Setting up Sales goals:

- Setting SMART Sales goals.
- Leadership - Creating direction -
 - Setting target accounts.
 - Timelines.
 - Simulation - Playing with figures.
 - Create a sales budget section based on the financial resources needed to meet set sales objective.

- Bottom up vs Top down strategy.
- Communicate Plan - Strategic sales / revenue goals.

Design sales structures and support activities:

- Sales training – Job skill, Sales skills and Attitude.
- Selling process – Set revenue producing activities.
 - Pre sales activities – documentations.
 - Post sales activities – documentations.
- Objection handling and Closing techniques.

Measuring activities and results:

- Freedom against Restriction.
- Variance analysis and prompt corrective actions.
- Cause and effect analysis.
- Repositioning.

SECTION 2: - DESIGNING A SALES FUNNEL

Understanding why people buy – Part 1:

- Why People Buy?
- Consumer buying lifecycle and stakeholder management system.
- Value proposition & USP.

Understanding Why People Buy (Theories) - Part 2:

- Meeting emotional need people are willing to pay for.
- Maslow's Hierarchy.
- Products & Services.

Creating Magnets: Effective magnets that attracts:

- Landing Page Introduction.
- A/B Testing.
- Turning Browsers into Buyers.

Keeping customers: Lead Management & Nurturing:

- Lead Management –
 - Qualifying your leads.
 - Conversion rate/energy.
- Getting Found Online.
- Lead Nurturing.

Creating Resale and referral system: Creating the multiplier and leverage:

- Lead Management.
- Lead Nurturing.

SECTION 3: - DESIGNING A SALES CULTURE

Follow your salespeople:

- Ask questions.
- Look for symptoms.
- Document lessons learnt.
- Design critical success factors.
- Monitor daily activities.

Develop your Killer squad:

- Do a SWOT analysis on your sales team.
- Theory X and Y.
- Consistency of purpose.
- Prune every month.

Compensation plan:

- Communicate result on a weekly basis.
- Communicate reward and punishment
- Recognise top leaders performer
- Develop a mantra.
- Elevate your team.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

3. DESIGNING A SALES CULTURE

Excellence is never an accident. Transforming a marginally performing sales team into a well-oiled sales machine doesn't happen by luck either. Yet many companies try to grow sales by simply putting more pressure on the sales team, reminding them of their increasing quotas and adding up how much they're behind. Oftentimes well intentioned leadership teams think increasing pay will be the magic anecdote, only to find that paying salespeople more money doesn't make them any better at generating sales. Many times, it creates more complacency to do just enough to not get fired. Companies invest a lot of time and money into better products or more marketing, which doesn't hurt, but only further masks your true underlying sales problem. And it's astounding how many companies know they need to increase sales, yet they spend 70 to 90 percent of their training time teaching their sales force more product knowledge and almost no time teaching them how to actually sell.

TRAINING OUTLINE

Follow your salespeople:

- Ask questions.
- Look for symptoms.
- Document lessons learnt.
- Design critical success factors.
- Monitor daily activities.

Develop your Killer squad:

- Do a SWOT analysis on your sales team.
- Theory X and Y.
- Consistency of purpose.
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Compensation plan:

- Communicate result on a weekly basis.
- Communicate reward and punishment
- Recognise top leaders performer

- Develop a mantra.
- Elevate your team.

4. LEAD GENERATION STRATEGY

WEEKDAY CLASSES	Jan Wed 27 - Fri 29	April Mon 18 - Wed 20.
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In plant training available upon request.

Start a lead generation program at your organization and start converting prospects into loyal customers. Join marketing expert Charles Efe as he walks through the essentials of creating a solid lead generation pipeline that will support your business for years to come. Learn how to evaluate and set business goals and KPIs, and create content to entice your target audiences. Then find out how to leverage landing pages, social media, and keywords to convert those prospects into leads, and staging the purchase process just right, to transform those leads into customers.

Finally, discover how to monitor your customer's experience after the sale, reward their loyalty, and measure your program's performance. By the end of the course, you'll have the tools and action plan to keep optimizing your lead generation strategy and expand your customer reach.

Topics include:

- Setting goals.
- Publishing engaging content.
- Creating compelling offers and calls to action.
- Optimizing landing pages.
- Developing databases.
- Transforming leads into customers.

- Making the purchase process clear and simple.
- Monitoring social channels.
- Measuring results.

Welcome

- What is lead generation?

1. Set Business Goals

- Set goals
- Decide on key performance measures
- Benchmark before launching

2. Entice Prospects

- Define your target
- Create content
- Publish in social channels
- The role of SEO
- Make your website design inviting

3. Convert Prospects to Qualified Leads

- Create a compelling offer
- Create a call to action
- Optimize your landing page
- Create an effective form
- Develop a database
- Raise vs. lower your lead quality
- Use keywords to identify opportunities

4. Transform Leads to Customers

- Stage in buying process
- Customize the experience
- Nurture leads through email marketing

5. Create a Positive Purchase Experience

- Make the purchase process clear and simple
- Fix problems immediately
- Know your competition

6. Exceed Customer Expectations

- Create loyal customers
- Tailor email programs
- Monitor social channels

7. Create Loyal Advocates

- Engage in social channels
- Amplify followers
- Obtain referrals
- Obtain spokespeople or testimonials

8. Measure and Optimize

- Review goals
- Measure
- Optimize

7. Role Plays and Class work.

Fee: N75, 000. VAT payment additional.
 4 - 5 participants: 5% discount.
 More than 6 participants: 10% discount.
 Class Session: 9.00 a.m. – 4.00 pm daily.

5. PROFESSIONAL SELLING FOR MARKETERS

WEEKDAY CLASSES	May Wed 18 – Fri 20
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In plant training available upon request.

Course Overview:

What makes someone effective at sales? It a genuine desire to help others solve problems. In this course, we will discuss reasons why and how the best salespeople succeed by learning how to see through the eyes of their customers. We will outline

strategies to help you connect with and understand your customers' needs, and position your product or service as the solution to their problem and also provide a step-by-step on how to create your own sales process or identify gaps in your existing one.

Topics include:

- The philosophy of sales.
- Identifying potential customers
- Exploring buying motivators – Why people buy?
- Communicating the power of your solution.
- Developing an effective sales process (Pre to Post Selling Process).

Welcome

1. Understanding Sales

- It's all in your head.
- The mind of the buyer.

2. The Customer Comes First

- Identifying potential customers.
- Understanding your customer's issues.
- The buying motivators of customers.
- The barriers to change – Crossing the chasm.

3. The Power of Your Solution

- Product vs. You.
- Breaking down the solution.
- The proof of your solution.
- The ability to implement.

4. The Power of Your Process

- The value of an effective sales process.
- The elements of an effective sales process.
- How to develop your own sales process – Class work.
- Conclusion.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

6. HOW TO HANDLE SALES OBJECTIONS AND CLOSING TECHNIQUES:

WEEKDAY CLASSES	Mar. Mon 28 – Wed 30.	July Mon 11 - Thur 14.	Aug. Mon 22 - Wed 24
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In plant training available upon request.

SESSION 1: Handling sales objections:

Overcoming Objections Sales Training course teaches you how to identify and overcome the various types of common sales objections and turn them into sales opportunities. By the end of this course, you will have learned how to: understand the factors that may cause customer objections to your offer, dig up the "real reason" behind sales objections, plan and practice the strategies to overcome objections, create a list of common objections in your industry, develop the confidence to handle objections, how to close the sale and much more.

By the end of this course, participants will:

- Understand the factors contributing to customer objections.
- Define the different objections.
- Learn how to overcome objections with a set of specific strategies.
- Practice the different strategies for overcoming objections.
- Learn how to dig up the "real reason" behind objections.
- Learn effective techniques for deflating objections & closing the sale.
- Gain the confidence to handle objections and sell more.

Overcoming sales objections:

- Seeing objection as interest.
- Translating objection to reason to buy.
- Outlining product or service feature and benefits.
- Emotional pain or loss – Unique Buying Proposition. (UBP).
- Agreeing with objection to make the sale.
- Class work and group.

Why people object: Emotional gains, Emotional pains:

- Ego.
- Skepticism.
- Misunderstanding.
- Stalling.

Objection - Root cause analysis:

- Asking / appreciate questions.
- Digging up the real reasons.
- Understanding the problem.
- Listening more than talking.
- Common objections.
- Basic strategies to uncover inert concerns.
- Case study.

Deflating objection:

- Informing customer about common objection.
- The six steps to handling objection.
 - Expect them.
 - Welcome them.
 - Appreciate clients.
 - Affirm them.
 - Complete them.

- Compensation.
- Class work and presentation.

SECTION 2: Closing techniques:

One of the most important stages of selling is closing the deal, which is the action taken by the sales person to gain agreement to the sale. Surprisingly that is the stage where your smile to the bank but most avoided but most sales person. There are many closing techniques in sales, which are prescribed actions that guides sales people take to persuade the customer to make the necessary commitment and ultimate decision.

In this course we will cover at least 40 different closing techniques and their applications.

The closing techniques are:

1. 1-2-3 Close - close with the principle of three.
2. Adjournment Close - give them time to think.
3. Affordable Close - ensuring people can afford what you are selling.
4. Alternative Close - offering a limited set of choices.
5. Artisan Close - show the skill of the designer.
6. Ask-the-Manager Close - use manager as authority.
7. Assumptive Close - acting as if they are ready to decide.
8. Balance-sheet Close - adding up the pros and the cons.
9. Best-time Close - emphasize how now is the best time to buy.
10. Bonus Close - offer delighter to clinch the deal.
11. Bracket Close - make three offers - with the target in the middle.
12. Calculator Close - use calculator to do discount.
13. Calendar Close - put it in the diary.
14. Companion Close - sell to the person with them.
15. Compliment Close - flatter them into submission.
16. Concession Close - give them a concession in exchange for the close.
17. Conditional Close - link closure to resolving objections.
18. Cost of Ownership Close - compare cost over time with competitors.
19. Courtship Close - woo them to the close.
20. Customer-care Close - the Customer Care Manager calls later and re-opens the conversation.
21. Daily Cost Close - reduce cost to daily amount.
22. Demonstration Close - show them the goods.
23. Diagram Close - Draw a picture that draws them in.
24. Distraction Close - catch them in a weak moment.

25. Doubt Close - show you doubt the product and let them disagree.
26. Economic Close - help them pay less for what they get.
27. Embarrassment Close - make not buying embarrassing.
28. Emotion Close - trigger identified emotions.
29. Empathy Close - empathize with them, then sell to your new friend.
30. Empty-offer Close - make them an empty offer that the sale fills.
31. Exclusivity Close - not everyone can buy this.
32. Extra Information Close - give them more info to tip them into closure.
33. Fire Sale Close - soiled goods, going cheap.
34. Future Close - close on a future date.
35. Give-Take Close - give something, and then take it away.
36. Golden Bridge Close - make the only option attractive.
37. Handover Close - someone else does the final close.
38. Handshake Close - offer handshake to trigger automatic reciprocation.
39. Humor Close - relax them with humor.
40. Hurry Close - go fast to stop them thinking too much.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

7. SOCIAL MEDIA MARKETING

WEEKDAY CLASSES	Jul Wed 27 – Fri 29	August Wed 3 - Fri 5.
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In plant training available upon request.

Course Overview:

Join the social-media-marketing revolution: learn how to promote your brands, increase sales, engage customers, and drive site traffic using Facebook and Twitter. This course helps marketers and business owners' craft, implement, measure, and optimize a winning social-media-marketing strategy. We will start with the best uses for social media marketing, and the best platforms for each use. Once viewers understand the conceptual underpinnings of social media marketing, we will show you how to create Facebook and Twitter profiles; write engaging, high-quality content that incorporates the unique features of each platform, such as hashtags and rich media; and maximize your reach by adding followers and fans. Finally, learn how to measure the results of those efforts using analytics, and see how well your posts and tweets are performing.

Training outline:

1. Understanding Social Media Marketing

- a) What is social media marketing?
- b) Understanding the value of social media marketing.
- c) Comparing Facebook and Twitter.
- d) Before you start marketing.

2. Getting Started with Twitter

- a. Creating a brand presence.
- b. Exploring the interface.
- c. Defining your objective.
- d. Developing communication guidelines.

3. Tweeting

- a) Writing high-quality tweets.
- b) Evaluating tweet frequency.
- c) Using retweets.
- d) Understanding hashtags.
- e) Rich media in tweets.

4. Building Your Presence on Twitter

- a) Attracting followers.
- b) Choosing who to follow.
- c) Finding relevant topics and conversations.

5. Twitter next Steps

- a) Tools for Twitter.
- b) Customer service considerations.
- c) The controversy of buying followers.

6. Getting Started with Facebook

- a) Creating a brand presence.
- b) Exploring the interface.
- c) Defining your objective.

7. Marketing on Facebook

- a) Writing high-quality posts.
- b) Evaluating post frequency.
- c) Rich media in posts.

8. Building Your Presence on Facebook

- a) Increasing your fan count.
- b) Adding page tabs and apps.
- c) Engaging with your fans.

9. Measuring Your Efforts

- a) Reviewing Facebook analytics.
- b) Reviewing Twitter analytics.

10. Class work and group presentation.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

8. EFFECTIVE SALES STRATEGIES:

WEEKDAY CLASSES	June Wed 8 – Fri 10.
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In plant training available upon request.

In this course we will share techniques for effective sales. We understand that an effective sales starts with finely honed communication skills, the course begins with communication and listening skills, and then explores the application of sales traits in everyday life—an ideal primer for making deals in business settings.

This course also covers the basics of connecting with prospective clients, making convincing presentations, understanding and maximizing the sales cycle, measuring sales abilities, and practicing sales skills in role-playing scenarios.

Topics include:

- Becoming acclimated to selling.
- Understanding common sales terminology.
- Honing communication skills.
- Conveying passion and thoughts.
- Listening actively.
- Winning the confidence of others.
- Asking for referrals.
- Making cold calls.
- Setting realistic sales targets and achieving them.
- Keeping good sales records.

1. Introduction

- Welcome.
- Understanding why people buy.
- Defining the range of sales transactions.
- Defining the sales process.
- Exploring common sales terminology.
- Some key things to know about sales.

2. Onboarding in Your First Sales Job

- Some homework while you're training.
- Working in a team.
- Learning from your company's top stars.
- Building integrity.

3. Communication Skills in Sales

- Selling in everyday life.
- Sharpening your listening skills.
- Developing clarity with others.
- Getting your point across.
- Sales presentation essentials.

- Exploring protocols for email and written communications.
- Keeping good notes.

4. Prospecting and Qualifying

- Defining your audience.
- Making effective cold calls.
- Turning prospects into customers.
- Understanding the power of referrals.

5. Completing the Sales Cycle

- Exploring techniques for setting up appointments by phone and in person.
- Defining needs and creating value.
- Clarifying roles, timing, budget, and decision making.
- Asking for and getting the sale.

6. Measuring and Assessing Your Progress

- Setting realistic targets and achieving them.
- Understanding team quotas and dynamics.
- Exploring sample record keeping and lead retention systems.
- Acting on your metrics.

7. 6. Let's Practice - Role Plays & Presentations

- A sample face-to-face sales exchange for consumer sales.
- A sample phone call for consumer sales.
- A sample face-to-face sales exchange for business sales.
- A sample phone call for business sales

8. **Conclusion**

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

8 HOW TO IDENTIFY AND GROW YOUR CUSTOMER BASE

WEEKDAY CLASSES	Apr. Wed 27 – Fri 29.	Aug. Wed 3 - Fri 5
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In plant training available upon request.

This Sales & Marketing training course is designed to help those working in sales and marketing to identify, recruit and retain the perfect customer. Whether an old hand at sales & marketing or brand new, this fun and highly practical two day course is designed to stimulate sales & marketing activity by identifying and using best practice.

A highly experienced tutor will work with delegates to develop a profile of their organisation's perfect customer, create a product description which will meet their needs, a strategy to help them buy and a plan to keep them loyal. Call now on +2348-111-111-296 to book or further discuss your training requirements.

The Definition of Marketing

- The Sales and Marketing Interface
- Marketing Philosophies

Identifying the Perfect Customer

- Recognising an Opportunity.
- The Marketing Environment.
- Research and Information Systems.

Buyer Behaviour

- B-C, B-B, C-C.
- Consumer Decision Processes.
- Organisational Buying.

Selecting the Perfect Customer

- Segmentation.
- Targeting.
- Positioning.

Creating the Perfect Offering

- Marketing Mix - Product, Price, Place, Promotion (The 4Ps).
- Putting the P's Together.

Planning and Control

- Marketing Planning.
- Forecasting and Expenditure.
- Organisation and Control.

Keeping the Perfect Customer

- Developing Loyalty.
- Customer relationship.

Filling the Sales Funnel

- Magnets.
- Web Optimization.
- Cold Calling.
- Deepening Existing Relationships – Reselling, Cross sell and Upsell.
- Networking and Gaining Referrals.

Presentations

- Desired Result.
- Features and Benefits.
- Framework and Proof.
- Handling Objections and closing techniques.

The DREAM Buying Path

- Do.
- Repeat.
- Evaluate.
- Access.
- Money.

Identifying and Managing Buying Profiles

- Questioning, Language and Listening Skills.

Closing and Follow-Up

- Buying Signals.
- Closing Questions.
- Follow-up Systems.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

9. SALES FUNDAMENTALS:

WEEKDAY CLASSES	Aug Mon 22 - Wed 24
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In plant training available upon request.

Whether you're rebuilding your marketing program from the ground up or leading the first campaign of your organisation, this course will help you lay the foundation for a successful marketing endeavor. In this course, we will explain marketing role in an organization; provide frameworks for analyzing a business, its customers, and its competitors; shows how to develop a successful marketing strategy and use that strategy to inform everything from pricing to promotion.

You'll also learn to address tactical challenges and present the plan to get buy-in throughout an organization. Finally, you'll learn how to launch the campaign and measure its performance.

Topics include:

- Marketing in an organization.
- Assembling the team – Sales Force Formation.
- Creating the marketing plan.
- Analyzing your products, customers, and market.
- Segmenting customers.
- Creating a value proposition.
- Developing a marketing strategy.
- Setting goals.
- Setting prices.
- Using social media.
- Presenting your plan to leadership.
- Budgeting your plan.
- Measuring success.

Course Outline:

1. Introduction

- Welcome.

2. Understanding Marketing Role

- Marketing in an organization.
- Understanding the planning process.
- Assembling the team.
- Creating the marketing plan.
- Understanding B2B vs. B2C marketing.

3. Analyzing Your Business

- Focusing on your core business.

- Determining your marketing plan's scope.
- Researching the competition.
- Analyzing your products.
- Analyzing your customers.
- Analyzing the buying process.
- Analyzing your market.

4. Developing Your Strategy

- Segmenting your customers.
- Targeting your customers.
- Positioning your message.
- Setting goals, activities and pivoting.

5. Developing the Tactical Phase

- Understanding the 4Ps model.
- Creating the right products and services.
- Setting prices.
- Communicating price.
- Setting promotional objectives.
- Sending your promotional message.
- Using social media to promote your products.
- Understanding distribution channels.
- Designing distribution channel.
- Integrating all four Ps.

6. Aligning the Organization

- Presenting to leadership teams.
- Educating the sales team.

7. Launching and Measuring Your Plan

- Budgeting.
- Measuring key performance indicators (KPIs).
- Calculating break-even points.
- Calculating customer lifetime value.
- Conclusion.
- Addressing organizational challenges
- Mastering marketing thinking

8. Case study and group presentation.

Fee: N75, 000. VAT payment additional.
 4 - 5 participants: 5% discount.
 More than 6 participants: 10% discount.
 Class Session: 9.00 a.m. – 4.00 pm daily.

PRICING TRAININGS

1. PRINCIPLES AND TECHNIQUES OF PRICING:

WEEKDAY CLASSES	May Wed 19 - Fri 20
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In plant training available upon request.

About this course:

The principle and technique of pricing training is aimed at explaining various pricing strategies and their applications. Pricing is not only a problem to small businesses but also applicable to large businesses. Most banks do not know why they charge for their services or how to develop a pricing model for a particular product category. They simply benchmark against other market players. This course will teach you the psychological and emotional aspect of pricing and ways to apply it to your organisation's pricing strategy.

Learning Objectives:

- What is pricing.
- What are the elements of a pricing model?
- Why do we need the right price?
- Different pricing strategies.
- Relationship between price and value.
- Negotiating the optimal price and handling price objections.
- Class assignment/ team work.
- Applications.

Who should attend?

- Project managers.
- Product managers
- Project team.
- Budding entrepreneurs.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

2. USING PRICING AS A COMPETITIVE TOOL TO OBTAIN OPTIMAL PROFIT LEVEL

WEEKDAY CLASSES	Aug Mon 15 - Wed 17.
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In plant training available upon request.

About this course:

Sales professionals are questioned about price on a daily basis, and often end up believing it plays a more significant role in the customer's decision-making process than it actually does. This course is intended to get salespeople "back on track" and feeling positive about their offering and their ability to add value to a customer's business. This training session is designed to clarify how to successfully **execute value-based pricing**. It is particularly helpful to companies that are undergoing significant cultural or market driven changes in which a new paradigm for managing price and value is required.

COURSE OUTLINE:

1. **Implementing Value-Based Pricing**

- How to Link Price to Value.
- Determining the value of your brand equity.
- Keeping focused on value instead of price.
- Using segmentation to capture premium prices.
- Making the cultural change to value-based pricing.

2. **Selling Value Instead of Price** - Focusing the sales team on value.

- How to stay focused on a value-based relationship.
- How to negotiate with price driven customers.
- How to handle price objections.
- How to communicate price increases.
- Target Audience: Sales force.

3. **Pricing Psychology**

- Optimizing volume based discounts & rebates.
- Pricing that makes people tick.
- Impact of different discounts & rebates (e.g., on-shelf, coupons, BOGOs, etc.).
- Capitalizing on unique psychological price points.
- Creating effective packages and bundles.

4. **Competitive Pricing**

- Fending off new entrants – Protecting your market share.
- Effective competitive pricing strategies.
- How to avoid damaging price wars.

5. Pricing Research

- Selecting the optimal pricing research method.
- How to do price customization through customer segmentation.
- Developing accurate forecasts and market models.

6. New Product Pricing Hitting the bull's-eye:

- Finding the optimal price level.
- Determining the right discount structure.
- Optimizing price/volume/profit tradeoffs.
- Alternative launch strategies that work.
- Managing competitive reaction.
- Building a robust new product pricing process.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

VALUE BASED PRICING:

WEEKDAY CLASSES	Nov Mon 21 - Wed 23.
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In plant training available upon request.

Course overview:

Are you charging the price you deserve? You might be able to increase revenue through value-based pricing, a strategy in which you set prices based on the perceived value to customers instead of on cost. In this course we will examine the differences between cost-based and value-based pricing, while detailing the four capabilities of value-based pricing: superior customer insights, an understanding of your market, and the abilities to manage prices and apply pricing psychology. Along the way, explore the benefits of customer segmentation and the concept of pricing as pain management and learn about the importance of maintaining confidence during price negotiations.

Course content:

- Introduction.
- Welcome.
- Basics of Value-Based Pricing.
- What is value-based pricing?
- Comparing cost-based pricing and value-based pricing.
- How do companies move to value-based pricing?
- Capabilities of Value-Based Pricing.
- The four capabilities of value-based pricing.
- Superior customer insights.
- Pricing economics.
- Price management.
- Pricing psychology.
- Implementing value-based pricing.
- Resolving competing objectives.
- Understanding customer segmentation.
- Using pricing as pain management.
- Why is price elasticity overestimated by executives?
- Understanding price negotiation and fear.
- Case study and role play.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

FINANCE COURSES

1. UNDERSTANDING FINANCIAL STATEMENT:

WEEKDAY CLASSES	June Wed 15 - Fri 17.
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At its core, finance is about deciding what to buy, getting the money you need to buy it, and efficiently managing your resources after making the purchase. In this course, we will provide a comprehensive overview of finance, and touch on everything from reading a balance sheet to understanding derivatives and securities. They tackle questions such as "What is the difference between short-term financial management and long-term financing?" and "What is the difference between a traditional bank, an investment bank, and an investment fund?"

Topics include:

- Understanding financial statements.
- Managing finances in the short term.
- Analyzing risk and return.
- Obtaining short-term and long-term financing.
- Understanding the stock and bond markets.
- Working with financial institutions.
- Using capital budgeting.
- Creating simple personal saving and investment plans.

Introduction.

Welcome.

What you should know before watching this course.

1. What Is Finance?

- Introducing finance.
- Finance inside of companies.
- Finance outside of companies.

2. Understanding Financial Statements

- Introducing financial statements.
- Overview of financial statements.
- The balance sheet.
- The income statement.
- The statement of cash flows.
- Widely used ratios.
- Forecasting financial statements.
- Example: Forecasting financial statements.

3. Short-Term Financial Management

- Introducing short-term financial management.
- The operating cycle.
- Cash management.
- Managing receivables and inventory.
- Obtaining short-term financing.
- Internal controls.

4. Risk and Return

- Introducing risk and return.
- What is risk?
- Why we don't like risk.
- Reducing risk through diversification.
- Beta.
- Risk-free rate.
- Equity risk premium.
- Capital asset pricing model (CAPM).

5. Obtaining Long-Term Financing

- Introducing long-term financing.
- Does capital structure matter?
- Cost of capital.
- Weighted-average cost of capital.

6. Understanding Securities Markets

- Introducing securities markets.
- The difference between a stock and a bond.
- Stock and bond markets.
- IPOs: Microsoft and Facebook.
- Can you pick stocks in the stock market?

7. Financial Institutions

- Introducing financial institutions.
- Traditional banks.
- Investment banks.
- Investment funds.
- Insurance companies.

8. Capital Budgeting

- Introducing capital budgeting
- Capital budgeting overview
- The importance of the time value of money
- Example: Buying a car in Hong Kong

9. Bonus: Personal Financial Planning

- Introducing personal financial planning
- The secret to financial security
- The importance of personal budgeting
- Simple savings and investment plans
- Conclusion
- Reviewing corporate finance

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

2. FINANCIAL ACUMEN FOR MANAGERS

WEEKDAY CLASSES	Sept Wed 28 - Fri 30.
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About the program:

Financial acumen has developed into a core competency for success in today's increasingly sophisticated business world. This course is designed to quickly provide Managing Directors, Division Managers, Operations Managers and non-financial professionals with the financial skills they need to gain competitive advantage. Participants will learn how to analyze financial information to quickly spot strengths, weaknesses, and opportunities for improving financial performance.

The course begins with an overview of accounting and financial reporting, transitions into marginal revenue & marginal cost analysis, and concludes with strategies for enhancing profitability and shareholder value. This course provides an excellent opportunity to share experiences and discover best practices in finance.

Teaching methods employed include group discussions of financial issues currently in the news, short examples, and detailed case problems for analysis and decision making.

TARGETED AUDIENCE:

Individuals in:

- Finance and account department;
- Investment banking;
- Corporate finance;
- Sales and trading desks.

LEARNING OBJECTIVES:

Participants must be able to:

- Understand key accounting & financial concepts.
- Read & evaluate a company's financial statements.
- Assess a company's financial performance.
- Communicate more effectively with finance professionals.
- Identify the key cost drivers that affect your business.
- Analyze cost behavior to make better business decisions.
- Prepare more accurate operational budgets.
- Identify the underlying cause of budget variances.
- Prepare more accurate capital budgets.
- Make better capital budgeting decisions.
- Develop strategies to maximize shareholder value.
- Develop a personal action plan for financial goals.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

EXCEL TRAINING:

Microsoft Excel Training (Beginner // Intermediate // Advance level)

1. INTRODUCTION/BEGINNERS EXCEL TRAINING COURSE:

WEEKEND CLASSES	May Sat 7 & 14, Sun 8	July Sat 2 & 9, Sun 3.	Sept Sat 3 & 10, Sun 4
WEEKDAY CLASSES	March Tue 1 - Thur 3.	June Wed 1 - Fri 3	Oct. Wed 5 - 7

In plant training available upon request.

This course is designed for new or basic Excel users. The course will cover all aspects of creating new spreadsheets, including Excel calculations, printing, formatting and basic list management.

Course Duration

This is 2 - days Excel Intermediate Course. Course starts at 09:00 and runs until 17:00.

Course Locations/Schedule

This course can be run Onsite, or at our Excel training centre or any preferred location in Nigeria. The course is run on a date that suits you! The outline below is for Excel 2007. All older and newer versions, are also available

Introduction/Beginners Training Course Contents.

1. Excel Basics

- An overview of the screen, navigation and basic spreadsheet concepts
- Understand Excel terminology workbooks, worksheets, rows, columns, cells
- Various selection techniques
- Understanding the various mouse cursors
- Working with Ribbon Tabs, Groups and Dialog Boxes

- Standard and Contextual ribbons
- Use the task pane
- Understand and use the File Tab
- Saving, File types, File compatibility (earlier versions)
- Useful keyboard commands
- Quick Access toolbar & Mini toolbar
- Get Help!

2. Entering Data

- Various ways to Enter, Edit and Delete information (Text, Numbers, Dates).
- Use Auto List feature.
- Date and Time are storage in Excel.
- Enter Dates and Times.
- Date/time formatting.
- Methods to Move and Copy data.
- Use the Fill Handle to copy data and create simple lists.
- Create series of information.
- Insert, Delete and Hiding Rows & Columns.
- Insert, Delete and Move Cells.
- Insert, Delete, Move and Copy Sheets.
- Various navigation techniques.

3. Creating & Editing Formulae & Functions

- Define Formulae.
- Create & Edit Formulae.
- BODMAS : Mathematical Order.
- Copy & Move Formulae.
- Use Basic Functions - Sum, Average, Max, Min, Count, Counta.
- Use Autosum tool.
- Introduction to the Function Library.
- Reference a cell in other sheets.
- Understand Relative Referencing.
- Apply Absolute (Fixed) Referencing.

4. Formatting and Proofing

- Formatting of Cells with Number formats, Font formats, Alignment, Borders, Fill colours and Patterns.
- Quick formats and themes.
- Sheet tab formatting and Renaming.
- Copy and Clear Formats.
- Merging cells.
- Spell Check, Find & Replace and AutoCorrect.

5. *Printing and Page Setup*

- Page Orientation.
- Add Headers and Footers .
- Print a selection.
- Set a print area.
- Clear a print area.
- Shrink to Fit.
- Adjust page breaks within Page Break Preview.
- Repeat columns and rows.
- Print Gridlines.
- Save print settings.

6. *Multiple File & Large Workbook Tools*

- Split screen tool.
- Freeze panes.
- Arrange workbook windows.
- Zooming tools.
- GoTo tool.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

2. INTERMEDIATE EXCEL TRAINING COURSE:

WEEKEND CLASSES	May Sat 7 & 14, Sun 8	July Sat 2 & 9, Sun 3.	Sept Sat 3 & 10, Sun 4
WEEKDAY CLASSES	March Tue 1 - Thur 3.	June Wed 1 - Fri 3	Oct. Wed 5 - 7

In plant training available upon request.

This course is designed to build on the Intermediate Excel course. It focuses on more functions and formulae and better Excel worksheet management, Data List Handling and working with names also included is charting your data in Excel.

Excel Intermediate Training Course Contents

1. Recap

- Absolute references.
- Basic function creation methods.
- Formulae.
- Data entry and formatting.
- Date, Text, Number principles.

2. Range Names

- Concept and Purpose.
- Naming individual or range cells.
- Deleting and amending named ranges.
- Using named cells/ranges in formulae.
- Create Named Ranges and Cells.
- Manage Names (Setting Scope, Deleting, Renaming).
- Navigate Named Ranges.
- Use names to Calculate.
- Use ranges in Functions.
- Paste Names.
- Filter Names.

3. Formula Auditing Tools

- Revealing Formulae.
- Tracing Precedents/Dependents.
- GoTo Special.
- 3D Calculations.
- Linking sheets in the same file.
- Linking different Excel files.
- Using Edit, Links.
- Viewing different files at once.
- Saving a workspace.
- Viewing different sheets at once.
- Window Split.
- Data consolidation.

4. Conditional Functions & Formats and Date Calculations

- Work with Styles.
- Use If Statements, Nested If.

- Use And, Or, Not.
- Nesting If, And, Or, Not.
- Use the Sumif , Countif, Averageif.
- Use the Sumifs, Countifs, Averageifs.
- Use the Iserror, Iferror functions.
- Apply Conditional Formatting.
- Date Calculations.
- Calculate working days.
- Use the DAY(),MONTH(),YEAR() functions.
- Create and use Time calculations.

5. **Formulae Auditing**

- Use the Formula Auditing Tools.
- Reveal Formulae (in a cell).
- Trace Precedents/Dependents.
- Setting a Watch.
- GoTo Special.

6. **Worksheet Management & Linking**

- Link sheets in the same workbook.
- Link cells in different Excel files.
- Manage and edit Links.
- View different files at same time.
- Saving a workspace.
- View different sheets at same time.
- Data consolidation (within same file).
- Data consolidation (across workbooks).

7. **Data List Management**

- Create an Excel data list.
- Use the Excel List Tools.
- Use Autofilter.
- Sort the Data.
- Use the Advanced Filter.
- Add Subtotals to a list.
- Apply Data Validation to keep data clean.
- Group and Outline your data.
- Use the Data Form.

8. Excel Charts / Graphs

- Create a Chart with keyboard.
- Use the Chart Wizard.
- Edit and Format a chart.
- Change the Chart source Data.
- Apply Trendlines.
- Use Sparklines.
- Change Charts from objects to sheets.
- Add labels and axes to chart.
- Show specific Data Points.
- Save custom chart types.
- Change the default chart type.
- Using the Chart Wizard.
- Editing and Formatting charts.
- Saving custom chart types.
- Setting a default chart type.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

3. ADVANCED EXCEL TRAINING COURSE

WEEKEND CLASSES	May Sat 7 & 14, Sun 8	July Sat 2 & 9, Sun 3.	Sept Sat 3 & 10, Sun 4
WEEKDAY CLASSES	March Tue 1 - Thur 3.	June Wed 1 - Fri 3	Oct. Wed 5 - 7

In plant training available upon request.

To build on previous knowledge and explore advanced functionality within Excel, finishing with an introduction to Macros.

Course Duration

This is 3 - days Excel Advanced Course. Course starts at 09:00 and runs until 16:00

Course Locations / Schedule

This course can be run Onsite, or at our Excel training centre or any preferred location in Nigeria. The course is run on a date that suits you! We do not run public scheduled courses.

Excel Advanced Training Course Contents

Lookup & Information Functions

- Build the Vertical Lookup (Vlookup) function
- Build the Horizontal Lookup (Hlookup) function
- Build the Match and Index functions
- Build the IsText, IsValue, IsDate , IsNull , IsErr, IsNa functions
- Build and use Database Functions

Pivot Tables

- Create A PivotTable.
- Change the PivotTable layout.
- Manipulate PivotTable fields.
- Format the PivotTable and apply Styles.
- Use Banding (Formatting).
- Group & Ungroup items.
- Filter data in the PivotTable.
- Insert calculated fields.
- Change calculation options.
- Change PivotTable Options.
- Display and hide data in fields.
- Lay out reports on worksheet.
- Create a PivotChart from report.
- Manipulate PivotChart fields.
- Use Slicers.

What If Analysis

- Create and manipulate Scenarios.
- Create and change Custom Views.
- Build scenario Reports.
- Use the Goal Seek tool.
- Use Solver & Advanced Solver Features.

- Build Data Tables.

Protecting & Sharing Files

- Share a file.
- Track changes.
- Accept or reject changes.
- View Change history.
- Apply Data validation rules.
- Insert, edit and delete comments.

Introduction to Macros

- Review the purpose of Macros.
- Record a macro.
- Save a macro.
- Edit a Macro.
- Absolute and relative records.

Running macros:

- Apply macro to Custom buttons on the Ribbon or Quick Access toolbar, keyboard shortcuts.

Customising Excel

- Customise the Quick Access Toolbar and Ribbons
- Set Workbook options
- Change workbook defaults

Templates

- View Template Types
- Use Normal Template
- Open Sample Templates
- Create Custom Templates
- Use Custom and online Templates
- Open And Edit Templates
- Setting Template Properties

Objects In Excel

- Insert, Format And Delete Objects.
- Insert A Drawing Object.
- Use the design ribbon.
- Use SmartArt.
- Apply Formatting to SmartArt.
- Use QuickStyles.
- Explore 2D And 3D Formatting.
- Insert and use WordArt.
- Insert and Format Shapes.
- More on Themes and styles.
- Manually Format an object.
- Customise or create A Theme.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

FREQUENTLY ASKED QUESTION (FAQS) ON EXCEL TRAINING:

What equipment / facilities do we need for an Onsite Course?

The only requirement is that you have a room big enough to comfortably accommodate the delegates. If you have your own IT training room, that's great. If not, we can even provide laptops, projectors and flip charts. Our standard laptop hire charges may apply.

How do I book Onsite Training?

Charles and Gold Consulting Training has the simplest onsite training booking procedures. You simply contact us (info@charlesandgoldconsulting.com) with your request. We will then reach you to agree on a date, location, course and level with you. Done!

How soon can we arrange Onsite Training?

We do not run a schedule of dates. You dictate the days or time/ period in which you would like to run your onsite training course.

How much does Onsite Training cost?

Your onsite IT training course will be charged at our standard rates, which is £700 or N500, 000 per group up to 10 delegates. If your course is outside Lagos, then travel cost and a hotel cost may apply. We always agree these costs with you prior to the course, so no nasty surprises when you get your invoice! All costs exclude VAT.

Can our Onsite Training be tailored?

Of course! This is what makes us different from other training companies. We even provide a free **Training Needs Analysis** (TNA) to establish your current and required level of onsite training. All of this at no extra charge!

NEGOTIATION COURSES

1. NEGOTIATION FUNDAMENTALS

WEEKDAY CLASSES	June Wed 1 - Fri 3.
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In plant training available upon request.

The course delivers teachable and repeatable strategies for negotiating common issues such as asking for a raise, setting fees, promoting teamwork, and bringing out the best in those you manage. Along the way, you will discover how to use interest-based negotiation, win-win strategies, distributive bargaining, diagnostic questioning, and conflict resolution to handle both simple and complex negotiations.

Topics include:

- Preparing for a successful negotiation.
- Using diagnostic questioning.
- Opening the negotiation.
- Dealing with conflict.
- Framing and anchoring the discussion.
- Making concessions and asking for reciprocity.
- Encouraging cooperation.

Course content:

- Introduction.
- Welcome.
- Getting the most out of this course.
- Preparing for a Successful Negotiation.
- The six steps in preparing for a successful negotiation.
- Defining the two big strategies.
- Asking diagnostic questions.
- Exploring conflict resolution styles.
- Understanding contentious tactics.
- How to Negotiate.
- Opening the negotiation.
- Framing.
- Anchoring.
- Simplifying concessions and reciprocity.
- Handling a lack of cooperation.
- Conclusion.
- Final thoughts.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

2. VALUE DRIVEN NEGOTIATION - EFFECTIVE NEGOTIATION SKILL

WEEKDAY CLASSES	Sept. Mon 19 - Wed 21.
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In plant training available upon request.

Becoming a master of negotiation is crucial for busy executives who need to control complex situations every day whether it's getting the salary you want or a deal you need. Negotiations are seen as a contest of wills in which power determines the outcome, each party fights it out until there's a winner and a loser, but this approach produces short-term results and leaves both sides exhausted, resentful and dissatisfied.

Business benefit

The ability to negotiate well is an absolute necessity as an individual. Anyone can strike a deal by conceding, but in today's market you can't afford such tactics. Change the game and turn the typical positional negotiation into a co-operative discussion. Even the toughest procurement specialists will want to do business with you again and you'll keep your margins. This course offers the latest methodologies and coaching from seasoned negotiators. You'll also receive unique insight into how buyers think and behave.

Key learning points & outcomes

You will leave the course able to:

- Apply structure to your negotiations from pre-planning through to follow up and know how and when to move from one stage to the next.
- Prepare for your negotiation – research shows that your outcome is often determined before you get to the table!
- Use logical and psychological techniques to plan your strategy and carry out your negotiation professionally.
- Recognise the strategies and tactics used by professional buyers and apply effective counter-measures.
- React to the other person's "initial stance" by understanding their priorities, wants and needs.
- Assess the effect of concessions and variables to achieve a commercially viable outcome.
- Understand "negotiating leverage" and use it ethically and effectively.
- Identify your strengths and weaknesses and those of others through role-play and analysis, allowing you to improve your negotiating skill.
- Achieve win/win outcomes and maintain good relationships

Target audience:

Anyone who has to conduct negotiations will benefit from attending. Although the course is principally designed for salespeople, buyers, procurement, sales managers and key account executives, it is equally suitable for any other executives (e.g. accountants) who are involved in commercial negotiating.

High spots:

- Learning how to resist pressure and maintain your profit margins.

- Practising negotiation skills and achieve great results.
- Using numbers confidently to support your case.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

BUSINESS DEVELOPMENT COURSES:

1. COMMUNICATION FUNDAMENTALS

WEEKDAY CLASSES	April Mon 18 - Wed 20.
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In plant training available upon request.

Effective communication is more than what you say. Make your message more impactful, and get the results you want in work and life. In this course we will walk you through strong and clear communication strategies that will help you improve your listening, your message, your delivery, and your effectiveness. These strategies work across departments, teams, and cultures and help you get through communication blockers. The no 1 skill in selling is communication skill.

Course overview:

Welcome

1. Increasing the Positive Impact of Your Communication

- Managing the intent-impact gap.

- Determining the three elements of a strong purpose.
- Setting your public objective.
- Designing the content of your message.
- Making your message more memorable.
- Increasing your persuasiveness.
- Improving vocal delivery.
- Adjusting your body language.
- Developing executive presence.

2. Adapting to Your Audience:

- Incorporating their perspective into yours.
- Communicating across hierarchical levels.
- Adjusting to organizational culture.
- Being politically savvy.

3. Listening to Understand and Build Trust

- Becoming a better listener.
- Listen like a partner, not a critic.
- Listen to what's said, unsaid, and how it's said.
- Using five questions to increase understanding.
- Increasing empathy and trust.
- Building rapport.
- Building relationships.
- Building trust.

4. Managing Common Communication Challenges

- Overcoming anxiety and projecting confidence.
- Recovering from mistakes.
- Responding to being caught off guard, insulted, or attacked.
- Getting the feedback you need.
- How to give great feedback.
- Conclusion.
- Group presentation and role plays.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

2. HANDLING A DIFFICULT CUSTOMER (ANGER MANAGEMENT):

WEEKDAY CLASSES	Aug. Wed 17 - Fri. 19.	Nov. Wed 9 - Fri 11.
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In plant training available upon request.

Course overview

When faced with difficult customers or complaints, a natural reaction for many people is to respond aggressively. Others are inclined to withdraw passively. This course will provide you with the skills to have the difficult conversations while making it safe for both yourself and your customer to listen to each other and act on the best decision.

This course is ideal for:

- Front office staff.
- Customer care.
- Sales representatives.
- Marketers and
- sales persons

Learning outcomes:

- Better recognise your customers' difficult behaviors and understand what may be contributing to them.
- Learn how to build conversations with your customers or clients that result in win-win outcomes.
- Know the right type of questions to use at the right time to get the information you need to help your customers.
- Identify your good and not-so-good listening skills.
- Deliver bad news to your customers in more positive ways.
- Respond to complaints with the right emotions for the situation.
- Have more confidence in resolving your customers' complaints.

Key learning points:

1. What to do when things get difficult - What to do when you start out with positive intentions, but people react with challenging and difficult behaviours.

2. Effective communication equals effective customer service - Great interpersonal communication skill and style is the key to effective communication in customer service

3. Shared goals and mutual respect - Agree, build and connect.

4. Listening effectively to customers - Learn how to listen with your ears, eyes and emotions.

5. Questioning techniques - Seeking information via layering questions and responding with assertive responses.

6. Speaking assertively with customers - In situations where we are dealing with unhappy customers and the wide range of emotions that come with them, we need to be both empathic and assertive.

7. Delivering bad news positively - What to say when you cannot deliver what the customer wants.

8. Why we should welcome complaints - Look at four good reasons for welcoming complaints.

9. Dealing with customers' high emotions - The hardest part about dealing with difficult customer behavior's is dealing with people's emotions.

10. Responding to and resolving customer complaints - The seven key steps to responding to customer complaints.

Talking Points:

1. Introduction
2. Handling hostile interactions
3. Things to never do with an irate customer.
4. Identify and neutralize hot buttons

5. Perception matters.
6. Supporting vs Provoking language
7. Offering alternatives and options.
8. Asking close ended questions.
9. How to say NO without saying no.
10. Verbal aikido – application.
11. Measurement & commitment to practice.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

3. CUSTOMER AND MARKET DEVELOPMENT STRATEGIES:

WEEKDAY CLASSES	Feb. Mon 1 - Thur 4.	May Tue 24 - Fri 27.	Sept. Mon 26 - Thur 29.
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In plant training available upon request.

The number 1 challenge of businesses is inadequate customer and market development. This training is a specialized training fashioned to help businesses grow their revenue by at least 30% in the first 3 months. The ultimate aim is to create at least a work plan to build a customer base that love and can pay for your product and services.

Course outline:

- Market / Customer segmentation strategies:
 - General MS strategies.
 - Structural.
 - Need based.
 - Sales effectiveness.
 - Blue ocean strategy.

- Identify and differentiate between the players in the buying process – **Sales Stakeholder Management Strategy**.
 - The Users.
 - The Consumer.
 - The consultants.
 - The purchaser.
 - The competition.

- Understanding cash sources and flow.
 - Understanding basic economic model - How money is created.
 - Understanding how money circulates.
- Early Adopter Theory (EAT) - Focus on a village before a city.
 - The diffusion theory.
 - The trickle-down effect.
 - The Everett Roger Diffusion of innovation.
 - Mass market effect.

- Designing a Minimum Viable Market (MVM).
 - The Total addressable Market.
 - The Segmented Addressable Market.
 - The Segmented Obtainable Market.

- Creating the sales plan and system
 - Designing the sales system
 - Executing sales plan.
 - Controlling and monitoring that sales system.

- Designing the Minimum Viable Channel and Partners.

- Get out of the building - Beta testing.

- Scaling to Mass market.
 - Pre Chasm.
 - Crossing the chasm.

- Case study.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

4. CUSTOMER SERVICE FUNDAMENTALS:

WEEKDAY CLASSES	June Wed 8 - Fri 10.	Oct. Wed 12 - Fri 14.
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In plant training available upon request.

Customer service is all about creating positive transferable experiences. If your customers feel valued, they will keep coming back. When they don't, your business suffers. In this course, you will learn three crucial skill sets needed to deliver outstanding customer service and increase customer loyalty. Learn how to build winning relationships, provide the right assistance at the right times, and effectively handle angry customers. Lastly you will learn how to build a customer relationship culture and use feedback as a tool for success rather than failure.

Course Overview:

Introduction

Welcome

1. The Value of Outstanding Customer Service:

- Defining outstanding customer service.
- Determining the value of outstanding customer service.
- Identifying your customers.
- Creating a customer service vision and mantra.
- Seeing service through your customers' eyes.

2. Building Rapport:

- Connecting rapport to outstanding service.
- Identifying techniques that build rapport.
- Enhancing likability in person.
- Enhancing likability over the phone.
- Enhancing likability via email.
- Starting a conversation.
- Practicing building rapport while you shop.

3. Exceeding Expectations:

- Focusing on customer needs.
- Actively listening to customers.
- Overcoming listening barriers.
- Identifying emotional needs.
- Managing expectations.
- Going the extra mile.
- Practice while you shop: Exceeding expectations.

4. Solving Problems:

- Connecting problem resolution to outstanding service.
- Taking ownership of problems.
- Expanding your circle of influence.
- Using preemptive acknowledgment to prevent negative emotions
- Diffusing angry customers.
- Empathizing with customers.
- Anchoring your own attitude.
- Practice while you shop.

5. Measuring Your Success:

- Understanding how your customers view your service.
- Using data to evaluate service.
- Using customer feedback to improve service.
- Understanding how managers and employees work together
- Individual vs Team work.

6. Wrap-Up:

- Earning positive feedback.
- Creating an action plan.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

5. CUSTOMER SERVICE TRAINING FOR SERVICE ORGANISATIONS.

WEEKDAY CLASSES	April Mon 11 - Thur 14.	Aug. Mon 22 - Thur 25.	Nov. Mon 14 - Thur 17.
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Training Overview:

This customer service skills training course is specifically designed to develop the participants' skills and behaviors to offer exceptional customer service to both prospective and existing clients. It also empowers participants to provide effective solutions to customer facing problems, when they arise.

Target Audience

This course is ideal for any organisation with low customer service culture thus seeking training in customer service. The majority of participants attending our customer services courses are in customer facing or customer support roles, who want to develop their customer service skills and behaviors. We are also experienced at providing bespoke training courses in customer services and longer term programmes to meet your specific organisation goals and service standards.

Course Objectives

By the end of this one day course, the participants will have:

- Adopted a consistent, professional style when speaking with customers.
- Developed skills in engaging with customers and handling their enquiries effectively.
- Listened effectively, asked questions and summarised to respond fully to a customer request.
- Identified ways they can add value to customer relationships and exceed expectations.
- Practised how to turn customer service disappointment into a positive experience.

Module 1: Introduction to Customer Service

- What Is Customer Service?
- Developing a Customer-Centric Mindset
- Who Are Your Customers?
- Internal Customers & External Customers
- When & Where Does Customer Service Take Place?
- The Need For Customer Service
- Rewards & Penalties
- What Does Customer Service Mean To You?
- Unpleasant Experiences
- Satisfying Experiences
- Developing a Customer Friendly Attitude
- Excitement is Contagious.

Module 2: Customer Service: Communication Skills

- Developing Effective Communication Skills
- Presenting a Professional Image
- Non-verbal Communication Skills
- Body Language
- Key Body Language Aspects

- Physical Distance
- Verbal Communication Skills
- Choice of Words
- Tone Of Voice
- The Choice Of Words (May I, Please, Thank You, The Close, Being Positive)
- Tone Of Voice (Inflection, Energy, Volume, Pace)

Module 3: Customer Analysis: Knowing your Customer

- Knowing Your Customer (KYC)
- Customer Expectations
- Assertive Working Style – Results-Oriented
- Analytical – Details-Oriented
- Amiable – People-Oriented
- Dominant Behavioral Style
- Determining Your Level of Service

Module 4: Calming Upset Customers

- What Makes Customers Upset?
- Avoiding Upsets
- What Can You Do To Avoid Upsets?
- 5 Key Steps to Calming Upset customers
- What to Do When You Are Upset?

Module 5: Telephone Customer Service

- Mastering The Telephone
- Answering The Telephone
- A Professional Greeting
- Active Listening
- Putting Callers On Hold
- Recommendations
- Transferring A Call
- Taking A Message
- Closing The Call

Fee: N75, 000. VAT payment additional.
 4 - 5 participants: 5% discount.
 More than 6 participants: 10% discount.
 Class Session: 9.00 a.m. – 4.00 pm daily.

6. EVALUATING YOUR PRODUCT / BUSINESS IDEA:

WEEKDAY CLASSES	July Mon 11 - Wed 13.
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In plant training available upon request.

Training overview:

Business ideas are wonderful thing to conceive. There is nothing like an idea whose time has come. Like the popular saying, ideas rules the world but understanding that only ideas that meets certain circumstances and criteria can rule in this every competitive and challenging world. In this course we will look at ways to evaluate ideas to ascertain if we can launch, wait or kill the idea. Note that no idea is stupid!!!

Training Outline:

- Ideation and conceptualization – where do great ideas come from?
- Thinking process:
 - Convergence thinking.
 - Divergent thinking.
- Understandings need theory:
 - Abraham Maslow theory of need.
 - Mc Clelland's theory of the need.
 - Neuro-Marketing perspective.
- Why people buy:
 - Pain points.
 - Gain points.
 - Emotional offering.
- Evaluating your business idea:
 - Feasibility.
 - Viable.
 - Marketable.
 - Scalable.
 - Timing.
 - Sustainability.
- Forms of innovation and application:
 - Evolutionary.
 - Revolutionary.
 - Sustaining.
 - Disruptive.
 - Efficient.
- Designing a Minimum Viable Product (MVP).
- Designing your Minimum Viable Pitch (MVP)
- Achieve Product / Solution fit.
- Alpha testing:
 - White box testing.
 - Black box testing.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

7. MANAGING COMPLEX TEAMS:

WEEKDAY CLASSES	Oct Mon 17 - Wed 19.
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In plant training available upon request.

Course overview:

Group dynamics impact productivity and employee satisfaction, so it's important for managers to cultivate positive relationships among coworkers. Projects fail primarily because somebody somewhere is against the success of the project objective. In this course we will explain how to effectively manage teams. This course covers motivating your team, managing team performance, establishing your identity and authority within a group, addressing conflict, and making work fun. Full of practical tips and useful strategies, this course is a great reference for first-time managers and for more experienced managers who may need to address a specific issue with their team.

Topics include:

- Building initial rapport.
- Signaling fairness and integrity.
- Communicating proactively.
- Facilitating efficient meetings.
- Using your authority effectively.

Course details

Welcome.

1. Motivating Your Team:

- Motivating your team.
- Mastering the goal setting process.
- Elements of effective goals.
- Rewarding employees.

2. Managing Team Performance:

- Understanding the employee evaluation process.
- Maximizing team talent.
- Dealing with underperforming employees.

3. Developing Others:

- Learning how to delegate.

- Coaching and mentoring.
- Managing high potentials.

4. Understanding Team Dynamics:

- Important team roles: Task roles.
- Important team roles: Social roles and negative roles.
- Re-energizing the team following burnout.

5. Managing Conflict:

- Realizing the rules of positive conflict.
- Mediating conflict between others.
- Creating positive conflict.

6. Making Work Fun:

- Celebrating performance.
- Using team members' life events to build camaraderie.
- Creating a positive work environment.
- Conclusion.
- Embracing continuous improvement.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

8. INNOVATION: TYPES, DIMENSION AND APPLICATION

WEEKDAY CLASSES	Sept. Mon 12 - Wed 14.
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In plant training available upon request.

INTRODUCTION

- Define innovation.
- Understand what innovation is and is not.
- Compare traditional methods of capturing ideas to more current thinking and approaches.

Innovation Culture

- Understand barriers to creating a culture of innovation.
- Understand what innovation culture is.
- Drive the organization into a culture of innovation.
- Generate innovations within the culture.
- Identify the innovation culture within your own organization.

THE INNOVATION PROCESS

Step 1: Capture the Visions and Ideas

- Identify the drivers for innovation.
- Understand how to generate visions and ideas.
- Identify and record all visions and ideas through various brainstorming techniques.
- Other techniques.

Step 2: Create the Innovation Team

- Identify innovation team resources.
- Create a cross-functional team responsible for exploring and implementing the innovations.
- Ensure team includes both creative and practical individuals.
- Consider including those who will be impacted by the innovation (customers).

Step 3: Review and Combine the Innovations

- Discuss the captured visions and ideas in the innovation team.
- Brainstorm and expand on these visions and ideas with the team.
- Understand the process of grouping the visions and ideas.
- Develop a statement representing each group of visions and ideas.
- Review and finalize the innovation statements in the innovation team.

Step 4: Identify Benefits of each Innovation

- Identify benefits of each innovation statement to the organization, department/plant, staff and customers.
- Quantify the benefits of each innovation statement and related group of innovations.
- Describe the fit to the organization's strategy and objectives.
- Estimate the business potential for each innovation statement and related group of innovations.
- Determine the impact on the customer for each innovation statement and related group of innovations.

Step 5: Overcome Barriers to Innovation

- Identify the barriers to each innovation group.
- Recognize the elements that cause barriers.
- Create ideas to "drive out fear".
- Use mind-mapping to identify and develop options/solutions to overcome these barriers to the innovations.

Step 6: Prioritize Implementation of Innovations

- Use various quality tools to prioritize the implementation of the innovations such as multi-voting and priority evaluation.
- Prioritize the order to implement the innovations.
- Prioritize order to implement within each innovation.

Step 7: Develop the Business Effectiveness Strategy

- Identify all of the innovation implementation requirements.
- Identify the action steps required to ensure the innovations are successfully implemented.
- Identify the resource requirements.
- Estimate the time required to implement each innovation.
- Finalize the cost-benefit analysis of the innovations.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

9. UNDERSTANDING VALUE PROPOSITION:

WEEKDAY CLASSES	Aug. Mon 8 - Wed 10.
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In plant training available upon request.

This course is the first milestone of the journey to entrepreneurship land!!! It addresses how an entrepreneur can design and create a complete, concise, compelling and consistent message to a pre-targeted audience (early adopters) through an offering. The value proposition signals the reason(s) why customers should buy from you and not existing competition. This Unique Compelling Advantage (UCA) is essential for every startup.

Course outline:

- Ideation and conceptualization – where do great ideas come from?
- Thinking process:
 - Convergence thinking.
 - Divergent thinking.
- Understandings need theory:
 - Abraham Maslow theory of need.
 - Mc Clelland's theory of the need.
 - Neuro-Marketing perspective.
- Why people buy:
 - Pain points.
 - Gain points.
 - Emotional offering.
- Evaluating your business idea:
 - Viable.
 - Marketable.
 - Scalable.
 - Feasibility.
 - Sustainability.
- Forms of innovation and application:
 - Evolutionary.
 - Revolutionary.
 - Sustaining.
 - Disruptive.
 - Efficient.

- Designing a Minimum Viable Product (MVP).
- Designing your Minimum Viable Pitch (MVP)

- Achieve Product / Solution fit.
- Alpha testing:
 - White box testing.
 - Black box testing.
- Case study.
- Questions and answers.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

10. HOW TO BUILD AND DESIGN A BUSINESS MODEL/ PLAN THAT SPINS MONEY:

WEEKDAY CLASSES	March Wed 16 - Fri 18.
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In plant training available upon request.

About this course:

The business model is a document that charts how a company makes money. Knowing how you spin money is an essential element to starting or building a profitable business. You must understand how the elements within your business space work together to bring out cash. This model must work on paper before final application in the real world. The aim is to reduce the risk of loss of capital or failure.

Learning objectives:

- What are the elements of a business plan/ model?
- Why the business plan / model.
- Designing your business model / plan.
- Integrating and simulating the business flow.
- Designing your business model.

Who should attend?

- vi. Business analyst
- vii. Budding entrepreneurs
- viii. Project managers.
- ix. Small business trainers.

The course objective:

The Business Model as a strategy tool

- The business model canvas.
- Elements of a business model.
 - The value proposition.
 - Customer identification and segmentation.
 - The customer relationship.
 - The channels of communication and advertisement.
 - The key partners, activities and resources.
 - Innovative revenue stream.
 - The cost elements.
- Business model innovation process.

Business Model Innovation Process –

- Understanding Business model patterns/flow.
- Develop at least 2 new business model options for your business.

Business Model workings – Practical class

- Identifying the business model elements.
- Complete your business model.
- Differentiate from competition.
- Define and document assumptions.

Business Model Validation –

- Introducing lean startup thinking
- Testing assumptions and exploring options
- Getting out of the building.
- Validate and implement.
- Pivoting.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

10. UNDERSTANDING INNOVATION AND CREATIVITY:

WEEKDAY CLASSES	June Mon 20 - Wed 22.
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In plant training available upon request.

About this course:

Innovation is the new baby in town. Every organization claims they are innovative. This is merely a statement rather than reality. There is a fundamental mistake many people make about innovation and creativity. This course spells it out and teaches you how to make small change that changes the game in a big way. If your company's innovative measures does not create a game changing, breathe taking business opportunity, it is not innovation but mere talk.

Learning Objectives:

- What is innovation and creativity?
- Differentiate between convergent thinking and divergent thinking.
- Thinking out of the box vs. Inside the box.
- Types of innovation.
- Timing in innovation.
- Applications of innovation,
- Class work, group presentation and case studies.

Who should attend?

- Project managers.
- Product managers.
- Service managers
- Project team.
- Budding entrepreneurs.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

11. NEW PRODUCT DEVELOPMENT (NPD) STRATEGIES:

WEEKDAY CLASSES	Nov Mon 7 - Wed 9.
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In plant training available upon request.

Developing and launching successful new products is a key marketing value driver. Innovation and creativity are the only platform that can guarantee market share and business growth. Successful innovation ensures that your products stay competitive and relevant to your customer. However extensive research indicates that failure rates in this area are high. Developing and implementing a proven NPD process increases success rates, together with managing the other key factors that drive results.

Benefit of attending this training:

This course will help managers and executives appreciate the benefits and principles of good innovation management. The NPD process presented is applied by many market-leading organisations so application of this in your organisation should significantly improve your success rates and financial results. Delegates will leave equipped with a strategic NPD process and an understanding of the key activities that drive innovation success.

Who should attend:

Managers and executives, irrespective of function, who are or expect to become involved in the development of new products and the innovation process within their organisation. Also product development team members can attend.

Delegates will learn how to:

- Apply a logical, easy to understand, step-by-step process to launch successful new products - both goods and services.
- Learn and apply techniques to generate new product ideas.
- Use techniques to screen new product ideas.
- Develop a clear positioning concept and brand strategy statement for a selected new product idea.
- Understand the major factors contributing to success and failure in new product development and assess your company's current performance.
- Develop an action plan for improving NPD in your own business.
- Definitions, benefits and principles of good innovation management.
- NPD process - what's involved?

Step 1: New product strategy.

Step 2: Idea generation and screening.

Step 3: Concept development and testing.

Step 4: Business analysis.

Step 5: Product development and testing.

Step 6: Commercialisation.

- Assessment of organisational performance and action planning to improve NPD in delegates' own organisations.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

12. BUSINESS ANALYSIS SKILLS, TOOLS AND TECHNIQUES FOR MANAGERS:

WEEKDAY CLASSES	Feb Wed 17 - Fri 19.
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In plant training available upon request.

This course explores the breadth of business analyst skills, tasks and interactions expected in a professional role. It provides a complete set of practical tips and hands on exercises to build expertise and confidence using requirements delivery strategies, independent of methodology.

Learning Objectives:

- *Define business analysis and requirements.*
- *Elicit requirements from stakeholders using a variety of effective techniques.*

- Practice creative thinking skills to engage stakeholders, uncover needs, and identify new approaches and ideas.
- Compare and contrast analysis techniques in order to select the technique(s) that will most appropriately.
- Get the most out of your models and diagrams by asking the right questions during analysis.
- Identify why the project is being done (business drivers) in order to ensure the right analysis effort is being performed and so that requirements efforts can be appropriately prioritized.
- Apply an approach to manage and record requirements decisions.
- Describe the difference between validating that you've built the right solution and verifying that you've built the solution right
- Discuss strategies for content organization and collaboration, and describe why being more organized increases team agility.

Training Outline

Introduction

- Define business analysis
- Discuss what requirements are and how they are utilized in analysis
- Describe requirements elicitation and techniques available

Putting Requirements Elicitation into Practice

- Describe how to use 11 different elicitation techniques to understand stakeholder requirements
 - Document Analysis
 - Observation
 - Interviews
 - Surveys, Questionnaires
 - Requirements Workshops
 - Brainstorming
 - Focus Groups
 - Interface Analysis
 - Prototyping
 - Reverse Engineering
 - Competitive Analysis
- Improve your elicitation skills by:
 - Practicing several elicitation techniques
 - Utilizing active listening techniques
 - Enhancing critical thinking skills
 - Using various techniques for increased brainstorming results
 - Choose the appropriate technique(s) for your project

Getting the Most Out of Elicitation

- Describe the considerations for planning elicitation
- Choose the most appropriate elicitation technique(s)
- Ensure the right people are involved in elicitation activities
- Validate your elicitation results
- Confirm stakeholders have a shared understanding of requirements

Introduction to Scoping

- Define solution scope and explain its applicability and purpose
- Differentiate between solution scope and project scope
- Identify the components of scope and explain the purpose of a project initiation document
- Describe the value of scoping your area of analysis

Define Project Context and Purpose

- Survey the Project
 - Explain how to assess a project within the larger context of the enterprise
 - Identify the documents and information valuable to summarizing project objectives
- Create a Statement of Purpose
 - Differentiate business drivers from the problem to solve
 - Compose a well-defined problem statement
 - Formulate a project statement of purpose
- Define Project Objectives
 - Define project approach and clearly state business objectives
 - Construct a project glossary and illustrate its value

Depict Other Key Scope Parameters

- Distinguish and express key scope parameters and explain their importance
 - Risks
 - Assumptions
 - Constraints
- Plan for detailed scope elicitation

Scope Your Area of Analysis

- Express scope with graphical representation
 - Illustrate components of graphical scope & order of definition

- *Identify external agents*
- *Analyze and Identify data flows*
- *Distinguish project boundary*
- *Formulate purpose-driven name*
- *Complete scope with text documentation*
 - *Detect stakeholders from scope context*
 - *Analyze scope parameters for impacts on analysis planning*

Prepare to Communicate Scope

- **Evaluate and prepare scoping results**
 - *Indicate newly identified project information*
 - *Identify important actions performing a final quality check*
 - *Produce formal context DFD (scope diagram)*
- **Validate Scope with Stakeholders**
 - *Explain process of validating your area of analysis*
 - *Describe considerations when planning communications about scope and impacts*
 - *Explain the importance and describe an approach to gaining stakeholder agreement on scope*

Scope Summary

- *Define a baseline*
- *Describe the value and purpose of baselining the results of the scoping effort*
- *Describe next steps for business analysis after scoping*
 - *Identify the transition to requirements management*
 - *Identify options for requirements analysis and elicitation*
 - *Explain how scope is used throughout the project*

Introduction to Requirements Analysis Techniques

- *Describe requirements and the importance of requirements analysis*
- *Provide guidance on how requirements analysis techniques are applicable within any methodology*
- *Compare and contrast the requirements analysis perspectives: what vs how and AS IS vs TO BE*

Breaking Down Requirements into Core Components

- *Define the four core components that make up all requirements*
 - *Data*
 - *Process*

- *External Agent/Actor*
- *Business Rules*
- *Describe what the core components represent*
- *Identify the importance of core components to your audience*

Using Analysis Techniques to Your Advantage

- *Describe how particular analysis techniques:*
 - *drive quality analysis*
 - *communicate requirements perspectives effectively*
- *Go beyond documenting requirements solely with text – describe how diagrams and models can also be used for analysis*
- *Compare and contrast the different requirements analysis techniques when preparing to communicate with your audience*
 - *Context Data Flow Diagram*
 - *Process Decomposition Diagram*
 - *Entity Relationship Diagram*
 - *Glossary*
 - *Decision Tables*
 - *Workflow Diagramming*
 - *Use Case Modeling*
 - *User Stories*
 - *Prototyping*
- *Create the right analysis approach based on your stakeholder's learning style*
- *Confirm the analyzed requirements with stakeholders*

Developing an Analysis Approach

- *Review elicitation and analysis techniques*
- *Workshop – What is your Analysis Approach?*
 - *Work in groups to select techniques and determine your approach to a given case study. Students may use their projects.*
 - *Rate your outcome with the Analysis Checklist provided*
 - *Revise your approach as needed and present*
- *Discuss success criteria for an analysis approach to getting started and/or moving your project forward*
- *Discuss why you chose each particular elicitation and analysis technique in your approach*
- *Define Excellent Requirements characteristics*
- *Requirements Management: Organize and capture requirements*
 - *Describe why being more organized increases team agility*
 - *Distinguish the different levels of requirements categories and explain their area of focus*

- Describe the different kinds of requirements information that needs to be included in your requirements repository
- Compare and contrast approaches for effectively organizing, filtering and reporting your requirements-related content

Case study:

- Workshop – Swimming with the Sharks.
- Work in groups to create an approach for overcoming real world obstacles that effect projects.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

PROJECT RISK MANAGEMENT FOR PROJECT MANAGERS

WEEKDAY CLASSES	Apr. Wed 6 - Fri 8
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In plant training available upon request.

Course overview:

This course explores the fundamentals of risk management in projects. Risk management is said to be the most important concept after the business case. The risk management process focuses on how to identify, quantify, control and monitor the project activities from initiation to close. One of the things you must continually do on an hourly and daily basis is measuring and monitoring risk.

Course Content

Background to risk management

- Definitions of risk management
- Risk management as part of project management
- The business case for risk management

Risk management and decision making

- Application to the project lifecycle
- Risk management in the decision-making process

- Role plays and group presentation.
- Risk management roles and responsibilities

Applying risk management

- Risk management lifecycle
- Schedule of risk management activities
- Assessing the appropriate level of risk management
- Defining the procedures

Risk management methods (1)

- Identifying risks
- The risk register/risk log introduced

Risk management methods (2)

- Understanding risk impacts (on time/cost/quality)
- Impact assessment
- Probability assessment
- Urgency assessment

Risk management methods (3)

- Risk management actions
- Risk acceptance, avoidance, mitigation and transference
- Risk ownership

Risk management methods (4)

- Reviewing the pattern of risk over time
- Adjusting the process
- Re-evaluating risks

Risk review in practice

- Exercise – review of risks over time

Other risk concepts

- Introduction to quantitative risk assessment

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

ENTREPRENEURSHIP COURSES

1. MASTERS IN SMALL BUSINESS ADMINISTRATION (MSBA):

WEEKDAY CLASSES	Feb Sat 6, 12 & Sun 19,26.	June Mon 20 – Fri 26.
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In plant training available upon request.

Executive Entrepreneurship certification Programme:

This Enterprise and Entrepreneurship training is all about creating and exploiting business opportunities. This course will show the learner how individuals and companies can apply enterprise skills to turn their business ideas into successful, scalable and sustainable ventures. Participants will discover the importance of strategic thinking and consider how to develop effective business models, value creation systems and exit strategies. They will also explore the factors and skill that influence success and learn how to manage entrepreneurial projects through both good times and bad.

Entrepreneurship enables the learner to:

1. Understand Enterprise and Entrepreneurship process – The searching and discovery loop.
 - Discuss and evaluate business ideas through application of tools and techniques.
 - Build a business model canvas and measure how their business idea can be scaled and repeated.
2. Construct a typical business model canvas for your business idea and subject it to criticism.
3. Understand difference between customer development and product development management and the impact on the bottom line.
4. Identify growth opportunities – Execution/ Operation phase
 - Understand long-term entrepreneurial strategy – Execution of approved business model.
5. Identify the essential systems in a typical business (the team, processes and agreements etc).
6. Know what to do if a business idea or concept fails.

Target audience:

This course is designed to support budding entrepreneurs, people who have passion for running their own business, develop a business case / model while still working and or about to quit their job to start up their business.

Flexible learning:

Learners take their own route through the topics covered in the course. They will learn at their own pace through a variety of activities designed to accommodate a range of learning styles. This is a practical oriented training spanning days with assignments and mentoring.

Introduction**1. Finding Your Most Valuable Customers**

- Discovering your most valuable customers (MVCs).
- Increasing business with MVCs.

2. Setting Fees and Prices

- Setting prices for services and products.
- Knowing when to raise or lower prices.

3. Cultivating Entrepreneurial Curiosity

- Asking yourself powerful questions.
- Enlisting employees and customers in innovation.
- New This Week - Growing into a Mature Business.
- Considering future leadership needs.
- Putting it all together.

4. Working with Family and Friends

- Establishing guidelines with family and friends.
- Managing family and friends.

5. Creating a Business Plan

- Exploring the elements of a simple plan.
- Reviewing and using a single-page business plan.

6. Starting a Hobby Business

- Considering the leap from passion to business.
- Making the transition to full-time business owner.

7. Discovering Your Most Valuable Service or Product

- Finding your most valuable service or product.

- Dropping your least valuable service or product.

8. Bootstrapping Your Business

- Launching a business with little or no money.
- Operating on a shoestring budget.

9. Creating Culture

- Determining your company vision.
- Building company values.

10. Getting Organized

- Managing your time.
- Tracking expenses and receipts.

11. Marketing with Social Media

- Deciding on your channels.
- Crafting a multi-platform message.

12. Small Business Accounting

- Understanding small business accounting.
- Reading a financial report (P&L and Balance Sheet).

13. Finding Your Marketing Message

- Refining your message.
- Testing and tracking performance.

14. Increasing Sales in Your Business

- Understanding the role of sales in small business success.
- Developing your sales system.

15. Testing Whether You Have an Idea or a Business

- Separating ideas from viable business opportunities.
- Testing your business concept.

16. Hiring Employees

- Crafting a job and pay range.
- Interviewing candidates.

17. Motivating Employees

- Discovering what truly motivates people.
- Developing people and paths.

18. Seeking Capital

- Crafting your pitch.
- Finding funding opportunities.

19. Working With Difficult Customers

- Working through complaints.
- Helping customers who aren't right for your business.

20. Letting Employees Go

- Determining when to part ways.
- Making a smooth transition.

21. Generating New Sales Leads

- Generating sales leads offline.
- Generating sales leads online.

22. Maintaining Focus as a Business Owner

- Staying productive each day.
- Avoiding opportunity traps.

23. Thinking Like An Entrepreneur

- Adopting an attitude of abundance.
- Getting rich your own way.

24. Dealing with Competition in Business

- Viewing your competitors productively.
- Making the most of business competition.

25. Avoiding Blind Spots

- Using the entrepreneur's mirror.
- Getting guidance outside of your business.

26. Creating a Customer Experience

- Seeing your business through your customer's eyes.
- Using the five senses to create an experience.

27. Networking for Small Business

- Understanding the power of networking.
- Making the most of networking opportunities.

28. Building Accountability into your Small Business Culture

- Understanding the basics of accountability in small business.
- Correcting employees when needed.

29. Dealing with Business Failures

- Embracing the challenge of entrepreneurship.
- Moving past business failures.

30. Improving Sales Systems

- Working with scripts to improve sales.
- Utilizing best practices to close more deals.

31. Giving Back

- Understanding why charitable causes are critical for business.
- Determining which cause is right for your business.

32. Setting Goals for Small Business

- Simplifying the goal-setting process.
- Measuring your success.

33. Channeling Your Motivation

- Why you deserve success.
- Maintaining confidence as a business owner.

34. Building a Small Business Exit Strategy

- The importance of an exit strategy (no exit strategy).
- Exit strategy options.

35. Building Customer Loyalty

- The role of customer loyalty.
- Building a customer loyalty strategy.

36. Building Employee Loyalty

- Understanding the role of employee loyalty.
- Building an Employee Loyalty Strategy.

37. Structuring a Small Business

- Building a basic organization chart.
- Avoiding common small-business-structure mistakes.

38. Branding Your Small Business

- Crafting your company story.
- Getting publicity with the authority ladder.

39. Dispelling Big-Business Illusions

- Filtering the big-business perspective.

- Competing with big businesses.

40. Understanding if Entrepreneurship Is Right for You

- Avoiding common pitfalls of entrepreneurship.
- Assessing your entrepreneurial readiness.

Fee: N75, 000. VAT payment additional.
 4 - 5 participants: 5% discount.
 More than 6 participants: 10% discount.
 Class Session: 9.00 a.m. – 4.00 pm daily.

2. ENTREPRENEURSHIP FUNDAMENTAL:

WEEKEND CLASSES	April Mon 25 – Fri 29.	Aug Mon 22 – Fri 26.
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In plant training available upon request.

Welcome

Are you an entrepreneur?

1. Finding Your Big Idea:

- Finding a problem to solve.
- Playing in your own field.
- Playing to your distinctive strengths.
- Determining whether you have a business or a hobby.
- Finding your first customer.

2. Starting Your Business:

- Writing a business plan.
- Setting prices.
- Deciding between online vs. brick and mortar.
- Building a business / financial model.
- Deciding on a legal structure.
- Protecting your intellectual property.
- Gearing up operationally.
- Bootstrapping your business.

3. Building a Team:

- Hiring the right people.
- Deciding on a cofounder.
- Getting the right advisors on board.
- Tapping into networks of expertise.

4. **Marketing Your Business:**

- Telling your story.
- Building a website.
- Chasing customers until you catch them.
- Serving your customers.
- Refining your business idea.
- Becoming a thought leader.

5. **Scaling Your Business:**

- Learning to negotiate.
- Using the right metrics.
- Minding your cash.
- Put failure in its place.
- Managing stress.
- Documenting processes.

6. **Funding Growth:**

- Understanding capital options.
- Crowdfunding.
- Pitching investors.
- Valuing your company.
- Reaching a deal.
- Conclusion.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

MASTER CLASSES

3. MASTERS IN SALES MANAGEMENT:

WEEKEND CLASSES	Apr. Mon 18 – Fri 22	Aug Mon 15 – Fri 19.
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In plant training available upon request.

Program Outline

The following areas are discussed in open discussion, facilitated training sessions with your organisation's sales reps and managers. A sales and marketing action plan is developed for the sales team and each individual sales rep. The action plan includes the critical steps needed that enables the sales and marketing training to increase revenues for the sales rep, the team and the organization.

The sales training provides sales professionals with practical, time-tested solutions that work.

Successful sales people act upon this information and close more sales.

- Traits of Successful Sales People.
- Everything Begins with Attitude.
- Personal Development as a Sales Professional.
- Rewards of Personal Development.
- Mission Statement and Goal Setting.
- How to Implement Personal Goals and Measure Results.
- How to Motivate Yourself Every Day.
- Organization and Time Management.
- Balance of Mental, Emotional, Spiritual and Physical.
- The Power of the Subconscious.
- Focus and Persistence.
- The Sales Pipeline explained.
- Prospecting and Lead Generation.
- Dealing with Fear in Sales.
- Qualifying, Probing Questions and Scripting.
- Handling objections.
- Presentations that Focus on Benefits.
- Closing that is Automatic.
- How to Add Value to a Customer.
- Relationship Building and Trust.
- Accessing and Working with Personality Types.
- Selling a Service.
- Passion.

- Negotiation Skills.
- Why your Customers Buy.
- Communication Skills.

Professional Telephone Selling

- Why is Phone Selling Key to Success
- Review the Unique Characteristics of Phone Selling.
- Lead Generation and Prospecting on the Phone.
- Scripts.
- Objections on the Phone.
- How to get an Appointment.
- Follow-up on the Phone.
- Voice Mail, Screener and Gatekeepers.
- How to Build a Telephone Relationship.

Sales Management and Leadership

- Team Mission Statements.
- How to Hire Exceptional Sales People.
- Performance Evaluations.
- How to Motivate your Reps.
- Forecasting and Team Goal Development.
- Sales Contents and Special Incentives.
- Compensating the Sales Team.
- Teamwork in Sales.
- Future Sales Trends.
- How will customers respond to personal selling in the future?

Designing Personal Sales Action Plan

Without an action plan it is just a daydream. Each sales rep develops a personal action plan that includes a mission statement, goals and objectives, and methods for measuring goals and their impact on the organization.

Worksheet Forms/Action Plans

The following worksheets are the tools used to create sales action plans. They are completed to organize and support the sales process. These projects are personalized to the needs of the sales team and individuals.

Worksheets:

1. Personal Mission Statement and Goals.
2. Sale Action Plan.
3. How to Improve Attitude.
4. Prospecting and Lead Generation.
5. Dealing with Fear in Sales.
6. Customer Profiling.
7. Features/Benefits.
8. Probing Questions.
9. Customer Objections.
10. 30-Second Commercial/Pitch.

11. Personal Sales Tracking.
12. How Does Your Product/Service Add Value?
13. How to Build Trust.
14. Competitive Analysis.
15. Script Development.
16. Follow-up Questions.
17. Why your Customers Buy.
18. Trial Closes and Closing Statements.

4. GRADUATE BUSINESS SCHOOL

WEEKEND CLASSES	May Mon 23 – Fri 27	Sept. Sat 10,17 & Sun 11, 18
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In plant training available upon request.

Programme Title:

Entrepreneurship – How to start, scale and grow a business.

Programme Description:

Becoming an entrepreneur is a journey and understanding how to get to the final destination is key. This course is designed to meet the needs of budding entrepreneurs or employees that desire to start their own business without prior experience. This is a 3 instructor led practical session where participants will be guided on how to start, scale and build a business that last with relevant case studies.

Programme Duration:

5 days.

Programme Content:

Day 1: Understanding Value Proposition:

This course is the first milestone of the journey to entrepreneurship land!!! It addresses how an entrepreneur can design and create a complete, concise, compelling and consistent message to a pre-targeted audience (early adopters) through an offering. The value proposition signals the reason(s) why customers should buy from you and not existing competition. This Unique Compelling Advantage (UCA) is essential for every startup.

Course outline:

- Ideation and conceptualization – where do great ideas come from?

- Thinking process:
 - Convergence thinking.
 - Divergent thinking.
- Understandings need theory:
 - Abraham Maslow theory of need.
 - Mc Clelland's theory of the need.
 - Neuro-Marketing perspective.
- Why people buy:
 - Pain points.
 - Gain points.
 - Emotional offering.
- Evaluating your business idea:
 - Viable.
 - Marketable.
 - Scalable.
 - Feasibility.
 - Sustainability.
- Forms of innovation and application:
 - Evolutionary.
 - Revolutionary.
 - Sustaining.
 - Disruptive.
 - Efficient.

- Designing a Minimum Viable Product (MVP).
- Designing your Minimum Viable Pitch (MVP)

- Achieve Product / Solution fit.
- Alpha testing:
 - White box testing.
 - Black box testing.
- Case study.
- Questions and answers.

Day 2: Customer and Market Development:

This course is the most significant aspect of this programme. This is the aspect that drives the revenue line of any business. If you desire to survive you must develop this aspect on paper and on the stress before the final launch. Here, we will examine the various market segmentation strategies and further scale down to a particular market with the view of attaining a Product / Market fit. One of the objectives is to reduce the risk of failure and loss of capital by generating "effective demand" that will sustain the business in the short run before crossing the chasm.

Course outline:

- Market / Customer segmentation strategies:
 - General MS strategies.
 - Structural.

- Need based.
- Sales effectiveness.
- Blue ocean strategy.
- Identify and differentiate between the players in the buying process – **Sales Stakeholder Management Strategy**.
 - The Users.
 - The Consumer.
 - The consultants.
 - The purchaser.
 - The competition.
- Understanding cash sources and flow.
 - Understanding basic economic model - How money is created.
 - Understanding how money circulates.
- Early Adopter Theory (EAT) - Focus on a village before a city.
 - The diffusion theory.
 - The trickle-down effect.
 - The Everett Roger Diffusion of innovation.
 - Mass market effect.
- Designing a Minimum Viable Market (MVM).
 - The Total addressable Market.
 - The Segmented Addressable Market.
 - The Segmented Obtainable Market.
- Creating the selling culture and system
 - Designing the el
 - Executing sales plan.
 - Controlling and monitoring that sales system.
- Get out of the building - Beta testing.
- Scaling to Mass market.
 - Pre Chasm.
 - Crossing the chasm.
- Case study.
- Questions and Answers.

Day 3: Pricing, costing and revenue Modeling:

This aspect of the programme looks at how to derive price for your product or services. Price formulation is a subset of the revenue generation objective of an organization. How much quantity of goods must your team sell in a day or week to meet a specific bottom line, How many downloads will most likely give us a particular profit margin, How much resources do you need to meet the set revenue objectives? These are questions this session of the programme addresses.

Course outline:

- Understanding pricing strategies – the composition of price.
- Designing your Unique Pricing Strategy (UPS).
- Understanding your cost function.
- Creating intelligent revenue model/Streams.
- Formulating revenue targets and objectives.
- Commercialization and monetisation of your idea.
- Case study.
- Questions and Answers.

Day 4: Channels of Communication and Distribution:

This course explains how value will be delivered to the client, specifies the medium through which goods and services will be exchanged and the most efficient/effective way of doing it. We will equally discuss guerrilla-marketing strategies and how delivery (innovation) can change the way solutions can be transferred to clients among others.

Course outline:

- Understanding communication channels.
- Understanding distribution channels.
- The exchange Process.
- Social media – the sure tool for startups.
- Leveraging on existing channels – Partnership & Collaboration.
- Key Partner/Activity strategy.
- Case study.
- Questions and Answers.

Day 5: Sharpening the Saw - Putting all together:

Sharpening the Saw (STS) looks at other parts of our enterprise that represent 20% / 80% ratio of the business key success factors. As a company grows, there will be a need to identify the various systems within the business, team composition and customer relationship management. Starting a business is a project while running the established company is an operation.

Course outline:

- Systems in a business.
- Pivoting – Progressive elaboration.
- Team formation and management.
- Key partners, activities and processes.
- Customer relationship management.
- Questions and Answers.
- Class work - Building your unique business model canvas.
- Questions and Answers.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

AGRICULTURAL TRAINING:

FINANCING AGRICULTURAL VALUE CHAIN

WEEKDAY CLASSES	Aug. Mon 01 – Fri 05
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Agricultural value chain actors need access to finance to grow their businesses and better attain efficiency and effectiveness. Micro Small and medium Scale enterprises (MSMEs) who add value to the agricultural produce need finance to increase their production capacity. By leveraging relationships with their suppliers and buyers, smallholders can increase their financial attractiveness to financial institutions. This can lead to development of commercially attractive financial services matched to the needs of smallholders and MSMEs within the value chain. Resource persons for this e-course have been drawn from various sectors such as finance, agriculture, commodity exchanges, and academics with a deep breadth of knowledge and experience in value chain analysis.

The delivery of the course is also unique in terms of its contents and coverage.

COURSE CONTENT

Module 1:

- Value chain development concepts and principles;
- Understanding value chain in agriculture and market linkages in agri value chain.

Module 2:

- Determining the need for and challenges in value chain finance;
- Agricultural value chain finance as an approach.

Module 3:

- Value chain business models in agriculture and allied activities;
- Overview of producer, buyer, and facilitator driven value chains.

Module 4:

- Agricultural Value Chain Finance instruments;
- Innovations in financial instruments and services.

Module 5:

- Operational mechanisms of receivables financing;

Module 6:

- Physical assets collateralization – financing warehouse receipts;

Module 7:

- Structured finance – Operational aspects;
- Securitization of loan assets in agricultural value chains.

Module 8:

- Identification and management of risk in financing agricultural value chains;

Case study.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

AGRIC FINANCE AND ENTREPRENEURSHIP CERTIFICATE

WEEKEND CLASSES	May Mon 23 – Fri 27.
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Advance your enterprise! Upgrade your management skills and improve your entrepreneurship abilities! Whether you are a farmer or an agricultural lender, this training will assist you in promoting better business practices within conventional and non-conventional agricultural environment.

COURSE CONTENT

Module 1:

Agricultural Management Principles

You will develop fundamental concepts of business management within the context of agriculture. These basic tools will provide the foundation for sound business decisions as they related to all aspects and functional areas of your organization.

Module 2:

Agribusiness Accounting:

You will generate financial records and statements using generally accepted accounting principles for agribusinesses.

Module 3:

Business Model Development Versus Business plan:

Developing and understanding your unique business model is a precursor to developing a business game plan. We will discuss all the 9 elements of a repeatable and

transformational Agricultural business model. This will involve empirical testing of your hypothesis and subsequent validation of assumptions.

Module 4:

Agribusiness Financial Management:

Improve your business management practices and processes for decision making. The impact of money management on business performance is examined through the application of selected budgeting processes and business risk assessments.

Module 5:

Principles of Sales & Marketing:

You will develop an understanding of marketing concepts, principles and practices. Topics examined include the influence of environmental factors on the marketing process, marketing strategy development, marketing mix formulation and adjustment for pricing, promoting and distributing appropriate products and services to selected markets and most important understanding customers changing needs. You need to have you Unique Core Proposition.

Module 6:

Agricultural Value Chain fundamentals:

Understanding key players in the macro environment where your company competes is a major determinant in developing your pricing and marketing strategies. A detailed examination your company's competitive and differential advantage will be done and we will collectively formulate solutions to grow your company's earning and profit.

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

AGRICULTURAL RISK ANALYSIS AND CONTROL

WEEKEND CLASSES	Nov Mon 21 – Fri 25
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Agric loans are specialized loans with peculiar characteristics. The Banking sector is currently plagued with increasing Non Performing Loans (NPLs) racing to billions, stemming from inadequate understanding of inherent risk in agricultural lending. Agricultural lending is a specialized lending that requires understanding of the production life cycle and their interrelationship. Financial institutions are becoming worried that these loans can lead to further loss in not only future earning but also erosion of shareholder's funds.

COURSE MODULES

Module 1: Understanding risk

- Definition of risk.
- Sources of risk.

Module 2: Plan, monitor and control risk

- Features and types of risks as it affect agricultural production.
- Plan risk responses approaches (Formal and Informal mechanism).
- Risk management tools and strategies (e.g. Diversification, Hedging in future and options, Insurance and mutual funds).
- Loan disbursement mechanism and management.

Module 3: Roles and responsibility of account, loan and agric officers:

- Measurement (Daily, weekly and monthly) of key farm metrics.
- Evaluation of performance against plan (P against P model).
- Identifying risk events, triggers, risk owners.
- Monitoring vrs Controlling Concept.

Module 4: Policy formulation, implementation and challenges

- Agricultural policies.
- Failures to mitigate inherent risks.
- The potential role of Government.
- Lessons learnt (case studies).

Fee: N75, 000. VAT payment additional.
4 - 5 participants: 5% discount.
More than 6 participants: 10% discount.
Class Session: 9.00 a.m. – 4.00 pm daily.

AGRICULTURAL PROJECT MONITORING AND CONTROL

WEEKEND CLASSES	July Mon 18 – Fri 22.
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Giving out quality loans to farmers at a reasonable margin is the major objective of any agric desk. Because agriculture is a productive venture there are risks inherent in lending to the sector hence the need to monitor Agricultural projects against milestones present during funding. Banks disburse billions of funds and expect returns without adequate monitoring. This usually may lead to restructuring of the many Agricultural loans and subsequent loss in earning.

This course will enable Agricultural loan officer and control officers to understand how to package Agricultural loan, plan, and monitor and control activities of the borrower using quantitative and quantitative metrics at intervals till closure of the each loan lifecycle.

COURSE CONTENT

Module 1: Agricultural project Planning/Assessments.

Module 2: Monitoring plans against implementation.

Module 3: Controlling Agricultural projects to conformity

Module 4: Loan recovery strategy for Agricultural loans.

Fee: N75, 000. VAT payment additional.

4 - 5 participants: 5% discount.

More than 6 participants: 10% discount.

Class Session: 9.00 a.m. – 4.00 pm daily.

BUSINESS CONSULTING:

At Charles & Gold consulting, we trust nothing to chance or gamble. We construct and implement carefully thought-out plans for our methodology and framework with a view to generating maximum value for our clients.

Are you confident that your business model can take you to the next level? Do you have a strategy in place for accelerating your sales and asset growth? How will you scale your firm for growth? What steps should you take to elevate your service model? Do you measure your marketing efforts and returns? Do you have a plan to put your effort in control? Do you have a backup plan or fortified fall-back position? If you have a little doubt about these questions, that is where we come in!!!

Human Resources/ Recruitment:

Successful firms are committed to providing high-touch service while building a profitable and efficient business. We have found that best managed firms are the top 20 percent of firms based on productivity, profitability and revenue growth. This is primarily attained by using effectively leveraged human capital and technology to lay a solid foundation for growth. Hence, we train, recruit and deploy human resources upon request to obtain optimal return on Human investment.

Marketing and sales:

In times past, Henry Ford exploited and focused on the product rather than the market and it worked until the emergence of other forces such as competition and customer intelligence. Today, more than ever, the customer determines our success!!! Hence, marketing must play a role in achieving overall company objectives. Your success as a CEO rest on two major factors namely your market share and your margin. Great CEOs across all industries are determined to get more from marketing—and to measure results. This calls for more thoughtful strategies, more decisive allocation of resources, and sharper focus on implementation and execution capability.

Brand strategy:

A brand is a distinctive idea of a product or service with instant recognition, consistent associations, a clear promise, strong emotional connection, and high consumer value that is imprinted in the consumer's mind. Thus, your brand cannot be built up simply by advertising; rather, a rigorous brand transformation must occur. What you sell is a brand not a product!!!

Sales and Channels

In many ways, sales professionals are the face of the company. Your products are as good as their drivers - Your Sales Team (YST). They have 2 simple responsibilities; to find and keep customer in the most efficient and effective manner. However, these tasks are becoming more challenging as customers, channels, and markets evolve rapidly. The ability to manage, innovate and create new sales channel with competent sales team and model is a major factor to increase market share and dominance.

Risk management:

Risk management is the art and science of identifying, quantifying, and proactively / consciously managing risks—and it is a key factor for value creation in all industries. Given today's unstable three-speed economy, every business needs to evaluate and improve its risk-management capabilities. A continuous analysis of emerging positive and negative risk is critical to continuous destructive innovation. You are in business because you take risk and recognise corresponding returns. Risk (negative) is itself a threat to company's profit, present and future earnings. Dealing with risk is protecting your life or investment from loss of value or earnings.

Do you need a training space or a conference room at affordable rate?

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8. On-site technicians & hospitality staff

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