

# 2021

**SALVO**  
capture the initiative

JAN 2021  
TO  
DEC 2021

# CALENDAR OF EVENTS

OUR PROGRAMME COVERAGE INCLUDE THE FOLLOWING GENRES:

- ENGINEERING & MAINTENANCE
- PROJECT MANAGEMENT
- ACCOUNTING & FINANCE
- AUDIT & COMPLIANCE
- HUMAN CAPITAL
- PROCUREMENT & SUPPLY CHAIN
- HEALTH, SAFETY & THE ENVIRONMENT



# BUSINESS PROFILE

Salvo is in the business of Corporate Events, operating in the B2B (business-to-business) environment and servicing corporate entities of varied industries. As a business networking company, Salvo differs in business nature from an events management company as we solely manage events that are conceptualized and produced by in-house experts.

Salvo creates strategic platforms for companies to be updated on the latest trends and to acquire the best practices, offering them a leading business edge. Conducted by world-renowned experts, our small group trainings (Senior Executive Master-Class) focus largely on the latest business issues and policies, thus allowing delegates to gain maximum interaction and knowledge with industry experts.

Salvo's events are regional in nature, conducted in major Asian and Middle Eastern and African cities including Singapore, Hong Kong, Kuala Lumpur, Bangkok, Manila, Jakarta, Dubai, Abu Dhabi, Johannesburg, Cape Town, Harare, Dakar, Windhoek, Accra, Abidjan and Lagos. Every event has a regional coverage so as to effectively meet the organizational needs of our delegates.

Our growth rides on the wave of an increasingly knowledge-driven and globalised economy. As we witness a closer link between global economies, businesses are subjected to keener competition in the greater environment and thus there is a greater urgency in adopting the best knowledge or practice.

On the other hand, this has also resulted in increased business opportunities.

Under such a business backdrop, the key to survival and growth often lies in continuous innovation that creates new competitive advantages and purposeful agendas, achieved primarily through knowledge acquisition, business networking and building long-term working relationship with our clients.

This is Salvo's business, one that holds immense growth potential.



## HEAR WHAT YOUR INDUSTRY PEERS HAVE SAID ABOUT OUR EVENTS

The event was very well packaged!  
And most of the speakers are very knowledgeable and engaging!  
Well Done Salvo!

**Head of Design & Production Unit,  
Fidelity Bank Plc, Nigeria**

The course delivered a different dimension to how I perceive internal branding previously and allowed me to study and adept possible new approaches to guide my organisation through its corporate transformation efforts.

**Petronas, Internal Communications**

Learnt new concept, useful and applicable to my job.

**Global Procurement Category  
Leader, Infineum Singapore Pte Ltd**

It is very reliable and interesting knowledge to apply for good business in future.

**Senior Facilities Manager, Majid Al Futtaim**

It's an excellent three day course. The topics are very relevant and applicable to my present work. The speaker is very knowledgeable about the subject. The teaching method is easy to follow

**OIC Head, PCED,  
National Grid Corporation of the  
Philippines**

The training was very informative. It explained clearly the Value Engineering process." Project Manager, Rand Water

**Project Manager, Rand Water**

Well organized event! Good quality speakers covering broad range of topics! Good networking opportunity!

**Marketing Manager, ABSA Capital**

This was the best training course I have attended in many years. Well worth taking the time and effort out of our office and personal lives to learn and grow!

**Business Leader, Talent  
Management, Mastercard**

This event help me refresh my knowledge on PM and PdM and make me understand he philosophy of TPM. It was also a great experience sharing session between participants.

**Turbine and Boiler Supervisor,  
Contour Global Cap Des Biches**

# YES, YOUR NEEDS ARE UNIQUE!



We deliver unparalleled results to match your strategic requirements. That's why Salvo creates well-researched programs so as to deliver cutting-edge knowledge without compromising on the quality. Making a positive impact on your organization's growth and development is part of what we do. We will exceed your expectations so as to build long-term partnerships.





## MAINTENANCE & ENGINEERING PROGRAMMES

### ADVANCED ROOT CAUSE ANALYSIS AND EFFECTIVE PROCESS IMPROVEMENT

DATE: 13 - 15 January | 18 - 20 January | 8 - 10 November | 1 - 3 December

### ADVANCED TOTAL PRODUCTIVE MAINTENANCE

DATE: 3 - 5 February | 2 - 4 June | 13 - 15 September | 8 - 10 September

### POWER SYSTEM DESIGN PROTECTION AND COORDINATION

DATE: 6 - 8 January | 12 - 14 April | 4 - 6 August | 6 - 8 December

### WORLD-CLASS SHUTDOWN, TURNAROUND, AND OUTAGE MANAGEMENT

DATE: 12 - 14 April | 17 - 19 May | 14 - 16 July | 10 - 12 November

### PROCESS PLANT OPTIMISATION AND ENERGY CONSERVATION

DATE: 20 - 22 January | 24 - 26 February

### PUMPS MAINTENANCE AND RELIABILITY EXCELLENCE

DATE: 15 - 17 February | 17 - 20 May | 14 - 16 June | 10 - 12 November

### ADVANCED PREVENTIVE AND PREDICTIVE MAINTENANCE

DATE: 20 - 22 January | 17 - 19 February | 15 - 17 February | 1 - 3 December

### DYNAMIC RELIABILITY CENTERED MAINTENANCE

DATE: 26 - 29 April | 2 - 4 August | 13 - 15 September | 17 - 19 November

### WORLD-CLASS OVERHEAD LINE DESIGN

DATE: 22 - 24 March | 7 - 9 July | 13 - 15 October

### PLANT AND ASSET RELIABILITY OPTIMISATION

DATE: 2 - 4 June | 28 - 30 June | 6 - 8 September | 24 - 26 November

### ADVANCED MAINTENANCE PLANNING AND SCHEDULING

DATE: 10 - 12 February | 22 - 24 February | 14 - 18 June | 1 - 3 September

### ADVANCED INSTRUMENTATION AND PROCESS CONTROL

DATE: 3 - 5 February | 14 - 16 April | 8 - 10 September

### MRO SPARES OPTIMISATION AND RATIONALISATION

DATE: 25 - 27 January | 2 - 4 June | 28 - 30 July | 7 - 9 July

## ADVANCED MAINTENANCE LEADERSHIP IN RELIABILITY CENTRED MAINTENANCE (RCM)

DATE: 4 - 6 August

8 - 10 September

## ADVANCED BOILER OPERATION AND MAINTENANCE

DATE: 28 - 30 April

6 - 8 October

## ADVANCED ELECTRICAL MAINTENANCE & TROUBLESHOOTING

DATE: 1 - 3 February

8 - 10 November

6 - 8 December

## PRESCRIPTIVE MAINTENANCE

DATE: 24 - 26 February

28 - 30 June

## ADVANCED MACHINERY FAILURE ANALYSIS AND PREVENTION

DATE: 3 - 5 March

30 June - 2 July

## ROOT CAUSE FAILURE ANALYSIS FOR INDUSTRIAL PLANT AND EQUIPMENT

DATE: 22 - 24 March

## ADVANCED FAILURE MODES, EFFECTS AND CRITICALITY ANALYSIS

DATE: 24 - 27 May

## PROJECT MANAGEMENT AND PROCESS IMPROVEMENT PROGRAMMES

### ADVANCED INTEGRATED PROJECT CONTROL

DATE: 17 - 19 February

22 - 24 February

19 - 21 May

16 - 18 August

### COST ENGINEERING AND BUDGET MANAGEMENT FOR PROJECTS

DATE: 8 - 10 February

2 - 4 August

16 - 18 August

### ADVANCED PROJECT MANAGEMENT ECONOMICS

DATE: 21 - 23 April

6 - 8 October

8 - 10 November

### ADVANCED EARNED VALUE MANAGEMENT FOR PROJECTS

DATE: 17 - 19 May

1 - 3 September

29 November - 1 December

### MANAGING CONTRACT CLAIMS, VARIATIONS AND DISPUTES

DATE: 8 - 10 February

2 - 4 June

10 - 12 November

### ADVANCED PROJECT SCHEDULING AND RISK MANAGEMENT

DATE: 5 - 7 July

7 - 9 July

16 - 18 August

## ADVANCED PROJECT SCHEDULING AND DELAY MANAGEMENT

DATE: 22 - 24 February

22 September - 1 October

## PROJECT COST ENGINEERING AND RISK MANAGEMENT

DATE: 14 - 16 April

## LEAN SIX SIGMA BOOT CAMP

DATE: 7 - 9 July

1 - 3 September

15 - 17 November

## ADVANCED PROJECT COST CONTROL AND MANAGEMENT

DATE: 10 - 13 May

10 - 13 May

15 - 17 November

## CORPORATE FINANCE PROGRAMMES

### MANAGING CASH FLOW DURING AN ECONOMIC DOWNTURN

DATE: 22 - 24 February

24 - 26 February

5 - 7 July

11 - 13 October

### INTEREST RATE DERIVATIVES AND CURRENCY SWAPS

DATE: 9 - 11 June

18 - 20 August

### GLOBAL TREASURY MANAGEMENT

DATE: 29 - 31 March

19 - 21 April

10 - 12 November

1 - 3 December

### WORLD CLASS DYNAMIC BUDGETING AND FORECASTING

DATE: 5 - 7 May

2 - 4 June

4 - 6 October

### ADVANCED FINANCIAL ANALYSIS MODELLING AND FORECASTING

DATE: 17 - 19 February

6 - 8 October

18 - 20 August

### LIQUIDITY RISK MASTERCLASS

DATE: 24 - 26 February

7 - 9 July

### COUNTERPARTY CREDIT RISK AND CVA

DATE: 21 - 23 April

25 - 27 October

### FX (FOREIGN EXCHANGE) AND MONEY MARKETS

DATE: 9 - 11 June

1 - 3 September

### ADVANCED BUDGETING, FORECASTING AND COST CONTROL

DATE: 1 - 3 March

19 - 21 May

## FINANCE FOR NON-FINANCE MANAGER

DATE: 16 - 18 March | 25 - 27 November

## INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

DATE: 16 - 18 March | 23 - 25 September

## PRODUCT INNOVATIONS FOR BANKING AND FINANCIAL SERVICES

DATE: 14 - 16 April | 28 - 30 June | 22 - 24 November

## WORLD-CLASS RISK-BASED INTERNAL AUDIT

DATE: 3 - 5 March | 12 - 14 May | 23 - 25 June

## WORLD-CLASS COMPLIANCE MANAGEMENT

DATE: 1 - 3 February | 2 - 4 June

## OPERATIONAL RISK MANAGEMENT IN BANKING AND FINANCIAL INSTITUTIONS

DATE: 3 - 5 March

## WORLD-CLASS TREASURY MANAGEMENT

DATE: 24 - 26 February | 10 - 12 March

## WORLD-CLASS FINANCIAL MODELLING AND BUSINESS ANALYSIS

DATE: 8- 10 February

## ADVANCED FINANCIAL MODELLING AND RISK MANAGEMENT USING EXCEL

DATE: 26- 30 April

## MANAGEMENT PROGRAMMES

### WORLD-CLASS OPERATIONS MANAGEMENT

DATE: 17 - 19 February | 24 - 26 March

### WORLD-CLASS OPERATIONS PLANNING AND CONTROL

DATE: 21 - 24 June | 15 - 17 November

## HUMAN CAPITAL PROGRAMMES

### TECHNICAL TALENT MANAGEMENT & SUCCESSION PLANNING

DATE: 25 - 27 January | 7 - 9 July | 27 - 29 October | 8 - 10 November



## **INNOVATION IN HR OD & WORKFORCE PLANNING**

DATE: 10 - 13 March | 24 - 26 May | 9 - 11 June | 11 - 13 October

## **TALENT MANAGEMENT FOR EMPLOYEE ENGAGEMENT**

DATE: 12 - 14 May | 5 - 7 July | 15 - 17 November

## **HR SCORECARD**

DATE: 22 - 24 February | 9 - 11 June | 2 - 4 August | 8 - 10 September

## **WORLD-CLASS TRAINING STRATEGIES**

DATE: 28 - 30 April | 24 - 26 May | 6 - 8 October | 22 - 24 November

## **NEXT GENERATION HR PERFORMANCE MANAGEMENT**

DATE: 26 - 29 April | 7 - 9 July | 27 - 29 October

## **WORLD-CLASS LEARNING AND DEVELOPMENT**

DATE: 26 - 29 April | 9 - 11 June | 16 - 18 August

## **PROCUREMENT & SUPPLY CHAIN PROGRAMMES**

### **ADVANCED INVENTORY AND WAREHOUSE MANAGEMENT**

DATE: 3 - 5 February | 24 - 26 March | 31 May - 2 June

### **PROCUREMENT NEGOTIATIONS AND SUPPLIER RELATION MANAGEMENT**

DATE: 24 - 26 February

### **PLANNING & OPTIMISATION FOR INVENTORY AND WAREHOUSE**

DATE: 29 September - 1 October | 28 - 30 October

### **PROACTIVE SUPPLY CHAIN RISK MANAGEMENT**

DATE: 16 - 18 June | 29 September - 1 October

## **HEALTH, SAFETY & ENVIRONMENT PROGRAMMES**

### **FIRE, EXPLOSION HAZARD & EMERGENCY RESPONSE MANAGEMENT**

DATE: 24 - 26 May | 11 - 13 October

### **RISK BASED PROCESS SAFETY MANAGEMENT**

DATE: 20 - 22 January | 21 - 23 April | 8 - 10 September

# ADVANCED ROOT CAUSE ANALYSIS & EFFECTIVE PROCESS IMPROVEMENT

## WHY YOU SHOULD ATTEND?

Root cause is the fundamental, underlying reason for a problem. This course allows you to identify the cause of a problem, solve it, and prevent it from occurring again. This will save your organization time, money, and resources.

When a failure incident occurs in your workplace, you must investigate it. But the approach you take in that investigation can often determine how effective you are at preventing similar incidents from happening in the future. Root cause analysis lets an employer discover the underlying or systemic, rather than the generalized or immediate, causes of an incident. Correcting only an immediate cause may eliminate a symptom of a problem—but not the problem itself. A robust process program, which includes root cause analysis of incidents and near misses, can result in more effective control of hazards, improved process reliability, increased revenues, decreased production costs, lower maintenance costs and lower insurance premiums.

Salvo Global's 3 day course on "Advanced Root Cause Analysis" will enable participants to understand root cause analysis as a procedure for ascertaining and analyzing the causes of problems to determine what can be done to solve or prevent them. Consisting of lectures, practice, and role-playing, this course is designed to provide attendees with an in-depth understanding of how to analyze a system to identify the root causes of problems and how to prevent future occurrences.

## WHO SHOULD ATTEND?

VPs, Directors, Division Heads, Managers, Assistant Managers, Superintendents, Specialists, Leaders, Heads, Supervisors, Foremen, Planners, Technicians, & Engineers from the following areas:

- Maintenance
- Engineering
- Reliability
- Plant
- Quality and HSE
- Loss Prevention
- Asset Management
- Asset Integrity
- Project Engineering and management
- Operations
- Production
- Process Engineering
- Inspection

## LEARNING OBJECTIVES:

- Understand the increasing necessity of using sound methods for root cause analysis
- Involve the right people in the right way in any analysis
- Prioritize problems and determine the best approach to solve them
- Solve and prevent any technical, production, quality or other incident or problem more rapidly and effectively
- Communicate and present analysis, solutions and recommendations with maximum understanding and acceptance
- Enhance Problem Solving and trouble-shooting effectiveness
- Utilize an RCA methodology that is adaptable to different circumstances
- Master RCFA, the 5 Why in RCA and Fault Tree Analysis
- Understand and avoid the typical human factors involved in failures and accident
- Diagnose actions or recommendations that will avoid the repetition of the failure/problem investigated
- Apply and implement the methods learned in daily practice immediately after the training

# ADVANCED TOTAL PRODUCTIVE MAINTENANCE

## WHY YOU SHOULD ATTEND?

In the modern process and manufacturing industry, huge losses and delay occur in the manufacturing floor. The most common losses companies face are breakdown losses, setup and adjustment losses, idling and minor stoppage losses, speed losses, quality defects and rework losses, and start-up and yield losses. Now, maintenance and production teams are looking to mitigate and find a solution to improve quality and overall equipment effectiveness.

Total Productive Maintenance (TPM) is defined as a company-wide, team-based effort to build quality into equipment and to improve productivity by reducing the time lost due to breakdowns. TPM focuses on keeping all equipment in top working condition to avoid breakdowns and delays in manufacturing processes and maximize the effectiveness of equipment. The TPM program significantly increases labor and capital productivity, as well as employee morale and job satisfaction. TPM brings maintenance into focus as a vital part of the business, providing the necessary supporting process and tools to achieve zero defects, zero breakdowns and zero accidents.

Salvo Global's 3-day course will provide practical application of TPM principles and latest industry best practices for your work force and your equipment needs. Through this course, you will learn how to perform calculations vital to the success of your TPM installation and how to measure your Total Effective Equipment Productivity (TEEP) by accounting for your equipment use and its overall effectiveness. Other critical calculations and helpful guidelines will also be tackled in this course, such as the Total Productive Equipment Management (TPEM) process which will provide data to demonstrate the value of your maintenance efforts and maximize equipment effectiveness.

## LEARNING OBJECTIVES:

- Attain World-Class manufacturing by learning about traditional versus modern TPM best practices
- Apply key elements of TPM to attain Zero Defects, Zero Minor Stoppages and Lower Costs Losses
- Understand how identifying and responding to deterioration in infancy can prevent breakdowns
- Effectively differentiate between reactive, preventive and predictive maintenance and learn which one is the best to apply through TPM
- Utilize performance metrics, PM compliance, schedule compliance, backlog, efficiency and labor utilization
- Discover systematic learning from equipment related problems so that root cause can be identified and addressed
- Understand the origin, concept, management philosophy and development of TPM, and its purpose and impact
- Learn about the 8 pillars of TPM activities, TPM implementation strategy, roadmap and step-by-step approach
- Capture the correlation between equipment losses and OEE
- Understand the development of TPM as a foundation for Lean Transformation
- Comprehend the roles of a TPM implementation organization and the critical success factors
- Develop a TPM strategy and plan that is appropriate for the needs of the organisation

# POWER SYSTEM DESIGN, PROTECTION & COORDINATION

## WHY YOU SHOULD ATTEND?

Power system protection of various electrical equipment and apparatus requires good understanding of phase and ground short circuit currents, detection, and safe clearing of the faulted equipment. Good design & coordination of electric power protection systems is vital to safety, maintenance, troubleshooting and efficient operation of electrical systems and modern industrial plants.

Salvo Global's 3-day practical masterclass on "Power System Design, Protection & Coordination" addresses all aspects of industrial & utility power systems, including system planning, equipment selection, specification and application, system grounding, protection and conformity with electrical code requirements etc.

## WHO SHOULD ATTEND?

- Engineering Managers
- Electrical Engineering Managers
- E&I (Electrical & Instrumentation) Engineers
- Electrical Engineers
- Power System Engineers
- Power Protection Engineers
- Design Engineers
- Instrumentation & Design Engineers
- Instrumentation & Control Engineers
- Project Engineers
- Consulting Engineers
- Plant Managers/Operators
- Electrical Technicians
- Electricians
- Field Technicians

And anyone else interested in improving your power system design, protection & coordination for enhanced safety, reliability & sensitivity!

This course is suitable for electrical professionals from both the utilities side and the industrial side including Mining, Oil & Gas, Petrochemicals, Chemicals, Manufacturing, Engineering & Construction, Data Centres in Banks, Telecommunications & IT companies, Government/Municipalities & any other sectors requiring effective protection from high & medium voltage electrical systems and equipment.

## LEARNING OBJECTIVES:

- Improve your knowledge of power system design, planning, analysis, protective device applications & relay schemes for safe and efficient operation of electrical power systems and equipment.
- Minimize adverse impacts of power trips through effective protection grading & coordination.
- Develop your own relay settings and thoroughly understand the philosophy of protective systems for substations, transformers, switchgears/circuit breakers, feeders, motors, generators etc.
- Gain valuable insights through actual cases illustrating various techniques in present use and highlighting particular approaches used by experienced system designers.
- Troubleshoot power system protection problems commonly faced by industry and adopt recommended solutions which have proven successful.
- Understand how to apply microprocessor-based multi-function relays on protection of various power system equipment and apparatus.
- Discuss the challenges on power system design and protection posed by renewable energy sources, independent power producers, micro-grids & smart grids.

# WORLD-CLASS SHUTDOWN, TURNAROUND & OUTAGE MANAGEMENT

## WHY YOU SHOULD ATTEND?

Shutdowns, turnarounds and outages are one of the most challenging maintenance projects to manage as they are typically very costly, complicated, and have to be completed within a tight timeline to minimize operational downtime. Salvo Global's 2-day intensive Masterclass on "Managing Shutdowns, Turnarounds & Outages" provides delegates with a practical hands-on approach to manage their shutdowns effectively from planning through to execution, including how to manage external contractors, coordinate parts/materials, and what to do when the shutdown runs into trouble.

## WHO SHOULD ATTEND?

This 2-day masterclass is designed for Maintenance Managers, Supervisors or other key staff in heavy maintenance environments including refineries, power plants, oil platforms, airports, mines, large factories, and large facilities. It is targeted specifically at members of the shutdown or outage teams and anyone else involved in the turnaround process, including:

- Maintenance Managers
- Engineering Managers
- Maintenance Planners
- Maintenance Schedulers
- Maintenance Supervisors
- Maintenance Coordinators
- Storeroom Managers
- Storeroom Supervisors
- Storeroom Staff
- Plant Engineers
- Plant Directors
- Facility Managers
- Operations Managers
- MRO Purchasing/Procurement Staff

Prior background in Project Management would be useful but not essential.

## LEARNING OBJECTIVES:

- Gain a comprehensive checklist of issues to consider before the shutdown .
- Learn how to use project management techniques like Gantt, CPM and PERT charts to schedule and manage the shutdown.
- Evaluate the effectiveness of your current shutdown and turnaround processes.
- Integrate external contractors & parts/materials suppliers smoothly with your in-house shutdown team to achieve an effective workflow.
- Identify risks and set up controls for your shutdown & turnaround project, including safety risks to workers.
- Know how to troubleshoot a shutdown and what to do when it runs into problems.
- Calculate the critical paths and prioritize which work orders and tasks come first.
- Establish reliable estimates for your shutdown planning needs and budget effectively for your next shutdown, turnaround or outage.

# PROCESS PLANT OPTIMISATION AND ENERGY CONSERVATION

## WHY YOU SHOULD ATTEND?

Process Plant Optimisation refers to a methodology that aims to eliminate energy wastage and enhance process efficiency by eliminating redundant process steps, shorten cycle times and attain improved and higher- quality yields. Modernization and optimisation are the key prerequisites for long-term successful plant operation. Process Plants are subject to continuous adjustment pressure for optimisation in the areas of new or changing feed materials, products specifications as well as environmental regulations and demands on energy savings.

Salvo's 3 day Masterclass will take on a holistic approach to exploring cost effective opportunities present in industrial utilities (such as boiler, air compressors, chillers, pumps and fans), electric motors, exhaust/heat distribution/cooling systems and processes (such as heating, steaming cooling, distillation and reactions like cracking). The Masterclass will also discuss strategies that aid in eliminating wastages, reducing energy consumption and emissions, minimising as well as optimising the usage of chemicals and fuels which would then translate to an overall decreased production cost. Delegates can expect to participate in interactive and practical case studies.

## WHO SHOULD ATTEND?

This 3-day masterclass is suitable for electrical professionals from both industrial and utilities side including Oil & Gas, Petrochemicals, Chemicals, Mining, Manufacturing, FMCG, Engineering & Construction, Data Centres in Banks, Telecommunications & IT companies, Government/ Municipalities & any other sectors requiring effective electrical maintenance.

Attendance at this training is a MUST for Directors, C-Level Executives, Heads, Supervisors, Engineers, Managers, Senior level Executives from the following Departments but not limited to:

- HSE/SHEQ
- Process Engineering
- Sustainability & Environment
- Chemical Engineering
- Energy Efficiency
- Plant Operations
- Production
- Process Improvement
- Planning
- Process and Energy
- Process Control Integrity
- Process Maintenance
- Technical /Operations
- Loss Prevention

From the following sectors, including but not limited to:

- Food Processing
- Oil & Gas
- Chemicals and Petrochemicals
- Pharmaceuticals
- Automobile
- Manufacturing Plants
- Construction
- Electronics
- Metal and Engineering
- Governmental and Environmental Agencies
- Energy and Utilities
- Textile and Leather
- Mining
- Other heavy industries

## LEARNING OBJECTIVES:

- Understand the systematic approach to reduce production cost for materials and energy, using material and energy flow analysis.
- Gain hands on approach to monitor, control and target cost for water energy, and materials.
- Reduce water consumption, waste water generation by 30 – 50 % and energy consumption by 10 to 25 %.
- Identify the scope of optimisation and profitability of process plant and various optimisation tools used in process plant.
- Explore innovative and cost-effective solutions/techniques of optimising process plant reliability.
- Improve work conditions for labour by applying extractive process to reduce toxicity level present in atmosphere.

# PUMPS MAINTENANCE & RELIABILITY EXCELLENCE

## WHY YOU SHOULD ATTEND?

According to the US Department of Energy, pumps consume about 20% of all generated electricity in the world. Better system design and more effective application of pumps can usually save at least 20% or more in energy costs and represent a large frequently overlooked savings opportunity. Pumps are inherently unreliable. The weakest links are seals and bearings. The cause of a seal failure or bearing failure is rarely the fault of the seal or bearing. It is just a sign that something has been done incorrectly. For pumps, seals and bearings to be reliable, everything must be done right. We must design systems properly, set-up piping properly, select the right pump – both hydraulically and mechanically, install it correctly, operate it at the correct flow rate and maintain it properly. A seal failure is just a sign that we have a problem with our pumping system. A course on reliability therefore needs to cover everything to do with the pump and system. Organisations spend millions running and repairing pumps. Nine out of ten pumps fails early. If we can improve reliability we can reduce the cost of owning pumps considerably. Power is a major cost for any organisation. If we can reduce the amount of power required to run our pumps, we can reduce the cost of owning them considerably. This SALVO Global course will give attendees the ability to improve pump reliability and reduce power consumption and therefore make a huge difference to the organisation's profitability. The over-riding aim of this training course is to reduce the costs associate with owning and running pumps.

## WHO SHOULD ATTEND?

This course is very relevant of technical engineers and professionals who handle and are responsible for their organisations' pumps and systems; as well as the overall smooth operations and processes of their organizations' plants and machineries. These include, but not limited to:

- Maintenance & Operation Engineers
- Pump Application Engineers
- Pump Sales Engineers
- Project & Construction Engineers
- Plant Engineers
- Process Engineers & Designers
- Engineering Consultants
- Mechanical Engineers, Project Engineers
- System Designers – Process Engineers
- Civil Engineers
- Specifies and Purchasers of Pumps
- Condition Monitoring Technician
- Rotating Equipment Engineers
- Vibration Specialist

## LEARNING OBJECTIVES:

- Understand how the system controls the pump.
- Learn how to read a pump curve and how pumps really operate.
- Learn how the flow rate impacts on pump reliability – what is the reliable operating range.
- Design better systems and select better pumps, leading to improved reliability.
- Learn why pumps vibrate and why seals and bearings fail and prevent such failures.
- Avoid operational problems that lead to pump failures.
- Understand what cavitation is, why it occurs and how to avoid it.
- Know how pumps should be installed and commissioned – avoid those common commissioning failures.
- Implement best practice in pump monitoring and maintenance.
- Get to the root cause of pump failures and solve recurring problems.

# ADVANCED PREVENTIVE & PREDICTIVE MAINTENANCE

## WHY YOU SHOULD ATTEND?

Maintenance's key objective is to increase uptime without over-doing maintenance and the challenge lies in how to determine the right mix of Preventive Maintenance and Predictive Maintenance. Many organizations also find themselves struggling to put in place an effective Maintenance regime to improve equipment integrity. Salvo Global's 3-day intensive Masterclass on "Advanced Preventive & Predictive Maintenance" is a practical "How-to-Do-it Guide" for implementing, measuring results and successfully applying today's best practices for Preventive (PM) and Predictive Maintenance (PdM). In addition, delegates will be introduced to strategies that will enhance and improve PM & PdM – Reliability Centered Maintenance (RCM) & Total Productive Maintenance (TPM).

## WHO SHOULD ATTEND?

- Maintenance Superintendents
- Maintenance Managers
- PM/PdM Coordinators
- Maintenance Supervisors
- Maintenance Engineers
- Maintenance Foremen
- Maintenance Planners
- Physical Asset Managers
- Reliability Managers
- Reliability Engineers
- Engineering Managers
- Operations Managers
- Facility Managers
- Plant Directors
- Plant Engineers

From industries including but not limited to: Mining, Oil & Gas, Utilities, Petrochemicals, Pharmaceutical & Healthcare, Government, Construction, Food & Beverages, Manufacturing, Automotive, Chemicals etc. All other industries that see physical asset management as a factor to business success!

## LEARNING OBJECTIVES:

- Reduce waste in Preventive Maintenance (PM) activity to minimize unnecessary costs.
- Gain insights into Predictive Maintenance (PdM) & Condition Monitoring techniques like oil analysis & vibration analysis.
- Apply Reliability-Centered Maintenance (RCM) & Total Productive Maintenance (TPM) principles to your maintenance strategy for PM & PdM.
- Develop & analyse task lists for different equipment for better planning & scheduling.
- Understand the impacts of equipment lifecycle & failure modes on PM and identify opportunities for improvement
- Sell the benefits of Preventive & Predictive Maintenance (PPM) to management to obtain buy-in & justify expenditures.
- Utilize the P-F curve to determine optimal inspection frequencies.



# DYNAMIC RELIABILITY CENTERED MAINTENANCE

## WHY YOU SHOULD ATTEND?

Increasing availability, reliability and efficiency is becoming more and more of an essential factor for companies to remain competitive. Reducing cost, eliminating failure and improving safety, performance and worker morale are also key to ensuring that the organizations' goals are met.

To achieve reliable and efficient process, major decisions need to be made about maintenance and design of existing assets, processes and facilities.

The RCM framework takes a holistic approach to determine asset management requirements, encompassing integrity, health, safety, environment, financial risk considerations and technology. RCM is globally recognized as a necessary grounding and direction for maintenance heads, managers and operational staff involved with maintenance and reliability improvement. It has a proven track record of success across a wide range of industries. However, to realise the potential benefits, RCM needs to be applied correctly and properly implemented.

Salvo Global's cutting edge 3-day course is based on pacesetter reliability best practices in equipment operation, maintenance and design that will enable participants to realign their thinking regarding maintenance and further improve on their reliability initiatives. The course will cover the main principles of RCM to help improve its implementation. Participants will recognise the need to further examine and align maintenance strategies to fit the current more demanding conditions while at the same time aligning themselves to the overall direction of the organization. Theories that will be presented will be supported and illustrated through a combination of real-world case studies and an extended hypothetical scenario that enables participants to easily incorporate RCM program insights, techniques and procedures into their organizations.

## WHO SHOULD ATTEND?

VPs, Directors, Division Heads, Managers, Superintendents, Specialists, Leaders, Supervisors, Foremen, Planners, Technicians, & Engineers from the following departments:

- Maintenance
- Engineering
- Reliability
- Preventive Maintenance
- Predictive Maintenance
- Shutdowns & Turnarounds
- Condition Monitoring
- Rotating Equipment
- Mechanical Engineering
- Static Equipment
- Asset Management
- Asset Integrity
- Operations
- Plant
- Production
- Process
- Inspection

## LEARNING OBJECTIVES:

- Appreciate how reliability-centered principles can be applied to all types of assets and the entire life-cycle of assets
- Understand why the process has been so successful in the most demanding maintenance environments over a long period, and why it is equally applicable for today's equipment and challenges
- Systematically analyse and conduct Failure Mode, Effect and Criticality analysis (FMECA) to effectively identify criticality of key assets, prioritise tasks and minimize wastage
- Design and tailor the ideal RCM framework to suit your business needs for operational excellence
- Learn how to determine the most effective and efficient failure management policy for your equipment in its operating context
- Determine the best preventive and predictive maintenance task that is suitable for the business operation
- Learn how Reliability Centered Maintenance supports a Continuous Improvement programme, even in a changing environment
- Determine what needs to be done to ensure the successful implementation of RCM analysis
- Ensure successful adaptation and implementation of asset management improvements from artisans, technicians and contractors

# WORLD-CLASS OVERHEAD LINE DESIGN

## WHY YOU SHOULD ATTEND?

Transmission towers constitute about 28 to 42 percent of the cost of the transmission line. The increasing demand for electrical energy can be met more economically by improving the design and configuration of the transmission line towers.

Foundation of any structure plays an important role in safety and satisfactory performance of the structure as it transmits mechanical loads of the electrical transmission system to earth. A transmission structure without having a sound and safe foundation cannot perform the function for which it has been designed. Knowing and applying the best design based on the location's environment is the key in improving line performance and safety.

Overhead transmission is a complicated engineering and design challenge. Salvo Global's 3-day course on Overhead Line Design will provide an in-depth overview of transmission line and transmission line design, which will examine the behavior of wires, the design and analysis considerations, and the types of loads on wires and structures. This course will also provide attendees with the knowledge of the governing codes. This is the ideal course for engineers new to overhead transmission projects, regulatory staff that needs an overview to evaluate project options and vendors and contractors that support utilities as they build new transmission.

## LEARNING OBJECTIVES:

- Understand the planning process for the development of new overhead lines and the uprating and upgrading of existing overhead lines including considerations of network constraints and reliability
- Develop an appreciation and application of the best international and national standards for the design of overhead lines including, where applicable consideration of local national structural and or wind codes
- Develop knowledge of the thermal design of overhead lines
- Develop an understanding of overhead line voltage rating and structure geometry
- Build knowledge of the requirements of overhead line earthing and cover an understanding of the purpose of earthing; risk based approach to earthing design; and probability factors and case studies
- Develop knowledge of the applied loads including ultimate limit state loads, serviceability limit state loads and load combinations
- Develop an appreciation of the types and applications of structures including wood poles, generic pole design, concrete poles, steel poles, composite fibre poles and lattice steel structure
- Develop knowledge of the conductors including conductor parameters, conductor fatigue, conductor safe design tension, conductor permanent elongation & creep, conductor change of state equation, conductor sag and conductor selection
- Know the applied loads, combined structure loads and strengths will be determined and will include and understanding of radial loads, vertical loads, insulator loads and load combinations

# PLANT AND ASSET RELIABILITY OPTIMIZATION

## WHY YOU SHOULD ATTEND?

The current economic climate focused on productivity and cost cutting implies that assets will be worked harder, and that limits are to be explored in a safe and structured manner. This situation is already increasing the focus of many asset owners to re-assess their practices regarding asset health and integrity management. In order to get optimal cost effective performance and reliability, owners need to know that their equipment status is known and managed.

In the recent decade, the Energy, Industrial, Oil & Gas and Manufacturing industries in Africa have struggled with maintaining asset and operational standards while working with their ageing and obsolete assets. The cost of repair and the challenges of maintaining these assets are sometimes too much for the operators to bear, hence safety and efficiency is sacrificed. This masterclass will help plant managers be equipped with the tools and proven effective strategies that can help them optimise reliability while reducing operational cost.

The issue of ageing plant & facilities, leading to an increased risk of loss of containment and other failures due to plant and equipment deterioration, has been shown to be an important factor in incidents and accidents.

Many companies may wish to operate equipment beyond its original design life or to repair or reuse equipment or to assess fitness-for-service and remnant life, but finds it difficult to achieve the right balance between assuring safety and cost-driven operation. They will benefit from knowledge about the risks and effects of ageing, the recent trends for asset management, and new technologies for maintenance, inspection, assessment and repair.

## WHO SHOULD ATTEND?

This three-day workshop is designed for VPs, Heads, Directors, Chiefs, Managers, Superintendents, Team Leaders and Engineers who focus on dealing with integrity of plant and facilities assets such as:

- Asset Integrity
- Plant Management
- Reliability
- Asset Management
- Engineering
- Facilities Management
- Production
- Corrosion Management
- Operations
- Maintenance
- Quality Assurance
- Utilities
- OHSE

## LEARNING OBJECTIVES:

- Gain a comprehensive understanding how to manage effectively the performance of new and ageing plant, facilities and machineries
- Learn the latest techniques in Plant & Asset Risk Management
- Develop assessment instrument to improve asset availability
- Master the process of developing zero based budgets, focused on reliability improvement of critical equipment
- Explore accident data to show the extent of age and its implication to your plant and facility
- Discover key ageing mechanisms, including signs and symptoms
- Develop a condition assessment plan and utilize the data efficiently
- Systematically analyse the type of plant and process most susceptible to these mechanisms and current best practices
- Reduce the risk of premature ageing
- Optimize ageing equipment to ensure that it stay safe and reliable
- Utilize problem-solving techniques of Root Cause Analysis for Root Cause Failure for key assets
- Benchmark performance against world class best practices

# ADVANCED MAINTENANCE PLANNING AND SCHEDULING

## WHY YOU SHOULD ATTEND?

"Well-planned, properly scheduled and effectively coordinated jobs can be accomplished more efficiently, at lower cost, with fewer disturbances to operations, higher quality (reduced variability in your process), greater safety, improved morale, and increased longevity of equipment".

Effective maintenance planning, coordination and scheduling is a major best practice for all maintenance operations. As the cost of maintenance labour rises and the complexity of production equipment increases, the maintenance function often finds itself working with lean resources. This makes it increasingly critical to establish accurate estimates and reliable performance measures for effective maintenance planning. In addition, successful execution of these planned maintenance programmes requires more than just technical expertise but also essential skills such as communication and maintenance leadership to obtain management and stakeholder support.

Salvo Global's 3-day intensive Masterclass on "Effective Maintenance Planning & Scheduling" enables delegates to achieve well-planned, properly scheduled and effectively coordinated jobs that can be accomplished more efficiently, at lower cost, with fewer disturbances to operations, higher quality (reduce variability in your process), greater safety, improved morale (by providing greater job satisfaction), and increased longevity of equipment.

## WHO SHOULD ATTEND?

This 3-day masterclass is designed for Maintenance Planners and Schedulers in intensive maintenance environments including utilities, factories, refineries, smelters, process plants, large facilities etc. It is targeted at anyone looking to improve their planning and scheduling of maintenance jobs.

- Maintenance Managers
- Engineering Managers
- Maintenance Planners
- Maintenance Schedulers
- Maintenance Supervisors
- Maintenance Coordinators
- Storeroom Managers
- Storeroom Supervisors
- Storeroom Staff
- Plant Engineers
- Plant Directors
- Facility Managers
- Operations Managers
- MRO Purchasing/Procurement Staff

## LEARNING OBJECTIVES:

- Understand the impact of planning & scheduling on your operation and how much productivity is wasted by reactive maintenance.
- Identify the systems and processes that need to be implemented before planning & scheduling begins, including safety issues in planning.
- Assess your planning & scheduling system and environment to select the appropriate metrics to measure performance.
- Establish reliable estimates for maintenance needs and calculate hours available for people and assets.
- Synchronize and coordinate maintenance & operations to minimize unnecessary downtime.
- Develop a maintenance calendar and apply scheduling tools & techniques.
- Learn how to perform planning & scheduling effectively using a your Computerised Maintenance Management Systems (CMMS).

# ADVANCED INSTRUMENTATION AND PROCESS CONTROL

## WHY YOU SHOULD ATTEND?

The field of process measurement and control is changing at a dramatic rate. Measurements and accuracies that would have been thought of as impossible to achieve are now commonplace. However, unless applied correctly, huge resources can be squandered to no avail.

Research carried out by International Society of Automation and other bodies indicates that up to 75% of all control loops will oscillate when operated in automatic. Much of the blame can be put, not on the measuring instruments themselves, but on lack of knowledge, misapplication and misunderstanding of the technologies that are available.

This Salvo Global's 3-day workshop, 'Advanced Instrumentation and Process Control', examines some of the latest process measurement and control technologies and how marginal gains and incremental advances have revolutionised the industry. This course will cover theoretical knowledge supported by practical application and activities. Attendees will have the opportunity to develop, design, test build and improve their current instrumentation system.

## WHO SHOULD ATTEND?

Managers, Superintendents, Supervisors, Engineers, Planners, Heads, Team Leaders, Inspectors, Contractors and coordinators of:

- Automation Engineers
- Chemical Engineers
- Consulting Engineers
- Design Engineers
- Electrical Engineers
- Installation and Maintenance Technicians
- Instrument and Process Control Engineers
- Instrument Fitters and Technicians
- Maintenance Engineers
- Operations Engineers
- Process Engineers
- Process Operators
- Production Managers
- Project Managers
- System Integrators

## LEARNING OBJECTIVES:

- Discover how your existing instrumentation 4 to 20 mA analog loop may be fine-tuned in terms of reducing electrical noise and providing diagnostics
- Learn to appreciate the benefits of HART in terms of calibration, data collection, diagnostics, and predictive maintenance
- Master the practical implementation of Modbus and apply basic faultfinding techniques to RS485
- Make an informed appraisal of the differences between Profibus and Foundation Fieldbus
- Review the benefits offered by Wireless technology and appreciate the differences between Wi-Fi, Bluetooth, ZigBee, WirelessHART, and ISA 100
- Gain an insight into the problems associated with hydrostatic level measurement and how they may be overcome using a number of new technologies
- Evaluate the pros and cons of Guided Wave Radar (GWR) compared with Non-Contact Radar (NCR) – particularly in regard to installation and calibration
- Learn how, through careful choice of the technologies and correct installation, temperature measurements can be made more accurately and reliably
- Review the latest technologies used in accurate flow measurement and how incremental engineering advances are rapidly leading to the creation of the perfect flow meter
- Explore the issues regarding the final control element in closed loop control and how through diagnostics and signature analysis, predictive maintenance can take the place of scheduled maintenance

# MRO SPARES OPTIMISATION AND RATIONALISATION

## WHY YOU SHOULD ATTEND?

If you owned the maintenance operation as a business, what would you do differently?

Many organisations do a bad job of managing their inventory effectively; and there are many reasons for this. It usually starts with bad submission of SPIRs, cataloguing and selecting initial spares. This 3-day Masterclass cover optimising spares for new facilities as well as how to evaluate existing inventory systems and KPIs for evaluating performance.

This practical 3 day workshop covers aspects related to reducing inventory and costs of spare parts and is supported by case studies, software and practical exercises to aid understanding. There are very few courses conducted that deal with the practical issues of spares cataloguing and optimising spares. Upon completion of this Masterclass, delegates will leave the workshop with tools and techniques that they can immediately apply in their own companies and start to reduce costs.

An Excel Analysis worksheet containing all formulae will be provided to conduct the analysis.

Two analysis techniques will be covered; first using probability for normal operating and consumable spares and the second using simulation (modelling) techniques for high value spares with logistic issues.

## WHO SHOULD ATTEND?

Directors, Managers, Planners, Supervisors, Team Leaders, Controllers, Engineers, Analysts, Coordinators in:

- Maintenance
- CMMS
- Warehouse
- Inventory
- Asset Management
- Spares
- Operations
- Materials
- Purchasing
- Logistics
- Supply Chain
- Reliability
- Project
- Technical Support
- Procurement
- Cataloguing

## LEARNING OBJECTIVES:

- Understand the different costs used in asset and spares management
- Measure reliability and decide which to use
- Learn techniques to improve reliability resulting in less spares usage
- Select the right inventory policy for fast and slow moving parts
- Hear good practices related to SPIR forms
- Estimate initial stocks and select safety stocks scientifically
- Determine how many to buy and what are the strategies to minimise stock
- Justify the financial case for high value spares
- Gauge inventory performance
- Understand what can be done in-house and what can be done with specialist software
- Determine the factors that influence maintainability and how to measure it

# ADVANCED MAINTENANCE LEADERSHIP IN RCM

## WHY YOU SHOULD ATTEND?

It is extremely important for today's maintenance leader to operate with a strategy and attitude that maintenance is indeed an internal business. Maintenance leader need to understand the key requirements for profit & customer centered maintenance not only to satisfy operations and higher management but also to minimise costs through effective management of crafts and contractors. Fortunately for such a demanding position, there are numerous fundamental principles and proven practices that can provide as a foundation for implementation and improvement.

Salvo Global's 3-day intensive Masterclass on "Advanced Maintenance Leadership in Reliability Centred Maintenance (RCM)" will allow delegates to develop a holistic multi-perspective view and essential leadership skills to effectively manage the different stakeholders. Delegates will also learn critical tools such as RCM, RCFA, FMEA, Life Cycle Costing etc. to be used in conjunction with their leadership transformation journey and quest to build a reliability and profitability centred maintenance culture. Extensive electronic references for each topic and life-time support to build lasting skills will be provided complementary.

## WHO SHOULD ATTEND?

VPs, Directors, Division Heads, Managers, Superintendents, Specialists, Leaders, Supervisors, Foremen, Planners, Technicians, & Engineers from the following departments:

- Maintenance
- Engineering
- Shutdown & Turnaround
- Reliability
- Preventative Maintenance
- Predictive Maintenance
- Condition Monitoring
- Rotating
- Mechanical
- Physical Asset
- Asset Integrity
- Operations
- Facility Management
- Plant
- Production
- Process
- Inspection

## LEARNING OBJECTIVES:

- Enhance essential Maintenance Leadership skills to effectively perform change management and cultivate a reliability excellence culture
- Improve craft productivity and Overall Craft Effectiveness (OCE) through better leadership, communication and people management skills
- Ensure successful adaptation and implementation of asset management improvements with absolute compliance from artisans, technicians and contractors.
- Understand important measurement techniques and framework to define results
- Apply key elements of Reliability Centred Maintenance (RCM)
- Systematically analyse and conduct Failure Mode, Effect and Criticality Analysis (FMECA) to effectively identify criticality of key assets, prioritise tasks and minimise wastage
- Utilise problem-solving techniques of Root Cause Analysis (RCA) for Root Cause Failure Analysis (RCFA) to eliminate repeated failures and decrease failure frequency
- Ensure management support by making optimal and economically justifiable suggestions based on Life Cycle Costing and Replacement Analysis.
- Effectively benchmark performance against world class best practices and transit from PAS 55:2008 TO ISO55000

# ADVANCED BOILER OPERATION AND MAINTENANCE

## WHY YOU SHOULD ATTEND?

Most operation and maintenance managers know if they want reliable operation of their heating system, they must pay close attention to boiler daily operation and maintenance. But the importance of proper boiler O & M goes far beyond reliability. Proper O & M reduces operating and energy costs, improves safety, and prolongs boiler life. Here is the course from Salvo Global, a 3 days training on Advanced Boiler Operation and Maintenance. Delegates will be led by the industry professional trainer and receive beneficial skills that condensed after 45 years of experience from the trainer.

## WHO SHOULD ATTEND?

- Plant Managers
- Operations Managers/Superintendents
- Process Managers
- Instrumentation & Control
- Process Improvement
- Engineering managers
- Maintenance managers
- Maintenance and Facility Management
- Production Manager
- Technical & Utility Manager
- Mechanical Engineering Manager
- Combustion and Instrumentation Engineering Manager

From industries including: Power & utilities, Oil & Gas, Maritime & Shipping, Manufacturing, Pharmaceutical, Chemical, Agriculture.

## LEARNING OBJECTIVES:

- Identify advantages and disadvantages of boiler designs and applications
- Determine how combustion monitoring and control can improve boiler performance and safety
- Understand efficiency improvement and troubleshooting techniques to improve boiler and overall steam system performance
- Discover effective preventive maintenance and predictive maintenance procedures
- Identify steam distribution system failures and corrections
- Gain an improved understanding of boilers and steam systems in various applications from case studies and class discussions



# ADVANCED ELECTRICAL MAINTENANCE & TROUBLESHOOTING

## WHY YOU SHOULD ATTEND?

With the privatisation of Nigeria's power sector and the government's ambitious commitment to electrify the entire country, plans are well underway to expand the country's generating and distributing capabilities. However, on-grid generation is still far from adequate which results to a dearth of qualified manpower with insufficient expert knowledge transfer. Unique to Nigeria, total off grid capacity is estimated at 6000 MW, in addition to daily industrial maintenance need for electrical equipment and systems, leading to a huge surge of demand for electrical engineers with relevant expertise.

Led by Eric Stark, an international subject matter expert from Toronto, Canada with over 32 years of experience, Salvo Global's 3-day practical masterclass on "Advanced Electrical Maintenance and Troubleshooting" will address all aspects of electrical preventive and predictive maintenance, ranging from all essential equipment and electrical system components, life cycle improvements to critical management skills in developing a strong safety culture and emergency preparedness.

By the end of the 3-day masterclass, delegates would be able to capitalize on the expertise of the trainer and be equipped with the necessary knowledge to address vital issues in electrical power and industrial maintenance.

## WHO SHOULD ATTEND?

This 3-day masterclass is suitable for electrical professionals from both industrial and utilities side including Oil & Gas, Petrochemicals, Chemicals, Mining, Manufacturing, FMCG, Engineering & Construction, Data Centres in Banks, Telecommunications & IT companies, Government/ Municipalities & any other sectors requiring effective electrical maintenance.

Specific job titles would include:

- Maintenance Managers
- Electrical Maintenance Managers
- Engineering Managers
- Electrical Engineering Managers
- Facilities Managers
- E&I (Electrical & Instrumentation) Engineers
- Electrical Engineers
- Electronics Engineers
- Power Plant Engineers
- Power System Engineers
- Power Protection Engineers
- Facilities Engineer
- Design Engineers
- Instrumentation & Design Engineers
- Instrumentation & Control Engineers
- Project Engineers
- Consulting Engineers
- Plant Managers/Operators
- Electrical Technicians
- Electricians

## LEARNING OBJECTIVES:

- Enhance knowledge of modern preventive & predictive electrical maintenance techniques to effectively optimise performance and extend life-cycle of equipment & electrical systems
- Learn how to plan and implement energised maintenance tasks such as infrared scanning, ultrasound and vibration analysis for effective condition monitoring and early fault detection
- Ensure high safety awareness in all maintenance practices and develop a strong safety culture with reliable emergency protocol
- Troubleshoot, optimise and protect ALL essential equipment and electrical systems such as generators, motors, control circuits, power cables, transformer, PLCs etc.
- Improve important management skills to motivate artisans and technicians to carry out work orders precisely and productively
- Acquire practical insights and application techniques to safely handle high voltage electrical systems and components
- Gain valuable advice through interactive discussion on renewable/alternative energy sources and hybrid power solutions

## WHY YOU SHOULD ATTEND?

As we move into the 4th Industrial revolution and advances within equipment maintenance techniques by manufacturers a new dawn has evolved. Predictive maintenance captures the data generated by equipment sensors, facilitates data communication between devices through Internet-based connectivity, uses algorithms to identify anomalies in operation, and predicts asset failure. This has now provided companies with the ability to reduce maintenance and downtime plus costs by identifying expected failures, breakdowns, plus various operational risks to assets and equipment machinery diagnostics. With the use of Industrial Internet of Things (IIoT) technologies through machine learning, cloud computing and real time data analytics improving machinery, equipment lifespans thus providing companies with an efficient maintenance process and is known as prescriptive maintenance.

Prescriptive maintenance allows for improvements within company's maintenance processes making use of cognitive analytics and IIoT tools which can provide solutions as an option to the maintainer. When a change in the equipment (the data) occurs, prescriptive maintenance will not only show what and when a failure is going to happen, but why it is happening. Prescriptive maintenance will take this analysis and determine different options and the potential outcomes to mitigate any risk to the operation. The data and analysis will continue, constantly adjusting the potential outcomes and making revised recommendations, improving the accuracy of the results.

Prescriptive Maintenance can drastically transform how maintenance is performed throughout any industry. By evolving from time based, to condition based, to predictive and prescriptive maintenance, companies are evolving their maintenance systems from being simply efficient to becoming truly strategic. Beyond maintenance, cognitive systems can integrate maintenance and operations data with other data sources, such as quality, warranty and engineering data, to become critical to how entire companies operate.

With the automation of many industries and the explosion of computers and sensors, condition-based maintenance has become machine-led. Sensors built into equipment provide real-time readings to centralized systems, that help maintenance teams maintain equipment before problems occur.

Salvo Global's 4-day intensive Masterclass on "Prescriptive Maintenance" will impart practical applications for implementing, measuring results and successfully applying today's best practices for Prescriptive Maintenance. In addition, delegates will be introduced to the advantages of utilizing prescriptive maintenance in their organization.

## WHO SHOULD ATTEND?

This course is very relevant to technical engineers and professionals who handle and are responsible for their organisations' maintenance; as well as the overall smooth operations and processes of their organizations' plants and machineries. These include, but are not limited to:

- Maintenance Superintendents
- Maintenance Managers
- Asset Managers
- CMMS Managers
- IIOT Specialist
- Maintenance Analyst
- Maintenance Supervisors
- Maintenance Engineers
- Maintenance Planners
- Maintenance Schedulers
- Maintenance Foreman
- Maintenance Planners
- Physical Asset Managers
- Reliability Managers
- Reliability Engineers
- Engineering Managers
- Operations Managers
- Plant Directors
- Plant Managers
- Plant Engineers

From the following industries: Power & Utilities, Oil & Gas, Petrochemicals, Chemicals, Pharmaceuticals, Food & Beverage, Automotive, Mining, Manufacturing, Construction

## LEARNING OBJECTIVES:

- Comprehend the principles of an effective Work Management Process and utilizing IIoT information
- Acquire knowledge on Single/Dynamic Strategy Cycles, Time-based based on Prescriptive and Predictive Maintenance techniques
- Determine Strategy based maintenance for Predictive & Preventive Maintenance utilizing Big Data and IIoT, Reliability Centered Maintenance (RCM), PM Optimization, TPM, and Statistical Analysis and Prescriptive Maintenance
- Understand Condition Based Maintenance, Preventive & Predictive Maintenance and transforming IIoT and big data analytics
- Predict issues and possible imminent failures within through IIoT reporting
- Compare the performance of current Maintenance Methods through Big Data and IIoT
- Improvements within Work Management Maintenance, Scheduling and Planning Process
- Integrate Cost Optimization using effective measurement, reporting and analysis through IIoT and Big Data analytics
- Understand Cloud Based Artificial intelligence to predict future maintenance and forecasting trends and maintenance business requirements

# ADVANCED MACHINERY FAILURE ANALYSIS AND PREVENTION

## WHY YOU SHOULD ATTEND?

Machinery failure analysis and prevention using structured and systematic approaches are critical for every successful plant. This course is designed to build competency in machinery failure analysis and prevention in order to enhance machinery reliability and availability and overall plant productivity. It covers all the fundamentals, systematic and structured practical approaches, methods and applications that a professional would use in carrying out fully functional plant maintenance. In summary, the course provides a step-by-step practical guide to best practices of machinery failure analysis and prevention that will deliver maximum business benefits. This training course is based on 35 years of real-life industrial experience of the trainer in machinery failure analysis and prevention.

The course covers:

- Systematic and structured analysis of machinery functional and potential failures, hidden and evident failures, failure modes, effects and consequences
- Advanced failure analysis techniques and 9 steps of the classical failure analysis
- Advanced machinery fault diagnosis and optimum combination of proactive tasks and default actions for machinery failure prevention
- A highly effective root cause analysis of machinery faults/failures providing next generation proactive maintenance
- Failure mode and effect analysis (FMEA) and failure mode, effect and criticality analysis (FMECA)
- Effective field-proven condition monitoring technologies (i.e. vibration, acoustic emission, infrared thermography and wear debris) that should be used to detect, locate, diagnose and assess severity of faults in machinery
- The most effective risk assessment techniques for machinery faults/failures and principles of advanced risk based inspection for machinery failure prevention
- The best-of-class reliability centered maintenance, an efficient practical framework for machinery fault/ failure prevention
- Practical implementation of advanced methods/technologies for machinery failure analysis and prevention and root cause analysis of machinery fault/failure via 52 industrial case studies

## WHO SHOULD ATTEND?

This highly interactive training course will benefit anyone responsible for machinery reliability and availability, who wishes to build competency in techniques to improve machinery performance. This includes plant directors, senior plant managers, engineers/senior engineers, technical staff/senior technical staff and maintenance supervisors/coordinators who are involved in machinery design, selection, installation, operation, inspection/condition monitoring, troubleshooting, maintenance, reliability and availability.

- Rotating Equipment
- Maintenance
- Operation
- Vibration Monitoring
- Reliability
- Instrumentation & Control
- Mechanical / Machinery

- Equipment
- Technical
- Process
- Production
- Project
- Plant
- Lubrication
- Facilities

From industries including but not limited to:

- Oil & Gas, Mining, Utilities, Manufacturing, Construction, Petrochemicals/Chemicals, Manufacturing,
- Transportation & Rail, Pharmaceuticals & Healthcare, Food & Beverages, etc.
- All other industries that see leadership skills and physical asset management as a factor to business success such as facilities management and operations

## LEARNING OBJECTIVES:

- Protect and enhance values of your plant machinery with field-proven failure analysis techniques, condition monitoring technologies and reliability centered maintenance
  - Develop root cause analysis techniques for providing next generation proactive maintenance, eliminating recurring faults and failures, and delivering maximum business benefits
  - Discover the most effective risk assessment techniques for machinery failures and advanced risk-based machinery inspection for achieving maximum uptime and minimising risks
  - Learn best practice implementation of advanced methods for machinery failure analysis and prevention and root cause analysis for most rotating and reciprocating plant machinery
  - Apply advanced machinery fault diagnosis and optimum combination of proactive tasks and default actions for machinery failure prevention
  - Discover systematic and structured analysis of machinery functional and potential failures, hidden and evident failures, effects and consequences
  - Integrate a highly effective root cause analysis of machinery faults/failures providing next generation proactive maintenance
- Understand Cloud Based Artificial intelligence to predict future maintenance and forecasting trends and maintenance business requirements

# ROOT CAUSE FAILURE ANALYSIS FOR INDUSTRIAL PLANT AND EQUIPMENT

## WHY YOU SHOULD ATTEND?

The world-leading companies do not accept things going wrong in their business. They proactively focus on finding and stopping problems from affecting their operations. They investigate the root causes of an incident or problem and change their business processes to prevent the causes arising in future.

The RCFA methodology is the problem-solving tool that many of them use to investigate, understand and halt problems. It is used at all levels in a business to solve all manner of problems. RCFA requires that you compile a knowledgeable team who investigate the problem situation and draw together relevant information and knowledge to stop it. The technique is used to address repetitive problems, to minimize risk in situations or scenarios, and when serious failures occur in order to understand why they happened and prevent them in future. It provides companies grand payback for the effort when the solutions are taken business wide.

This RCFA training course is used by Companies to train a core of people in Root Cause Failure Analysis (RCFA) process. This group becomes the resource to draw from when an RCFA is required. The group is also the pool from which RCFA Facilitators are drawn when RCFA teams are assembled. The course is focused on using the powerful RCFA method and understanding the vital steps to be followed. Included in the programme is training on a range of investigative tools and problem-solving methods. The course also incorporates the correct use of the 5-Whys as an enabling tool for shopfloor people to investigate and solve minor defects and problems.

For rapid evolution and progress in your operation or company help your people develop RCFA skills, and the associated problem-solving techniques, so they have the capability to apply RCFA correctly.

This course teaches people who work with problems how to use RCFA to find successful solutions to remove them. Once your company has the ability and confidence to use RCFA properly your people will make RCFA live every day in your operation and on the shopfloor!

Salvo Global's 3-day intensive Masterclass provides the concepts needed to effectively perform industrial trouble shooting investigations. The course includes detailed design and troubleshooting guidelines, investigating techniques for system failures, which are needed to solve problems found in most production facilities.

## WHO SHOULD ATTEND?

This course is very relevant to technical engineers and professionals who handle and are responsible for their organisations' maintenance; as well as the overall smooth operations and processes of their organizations' plants and machineries. These include Superintendents, Managers, Supervisors, Team Leaders, Heads of Department, Engineers, Foreman, Planners, Directors of the following departments:

- Maintenance
- Mechanical
- Preventive Maintenance
- Manufacturing
- Predictive Maintenance
- Physical Asset Management
- Production
- Project
- Quality Management
- Reliability
- Process
- Control
- Instrumentation
- Engineering
- Operations
- Plant
- Transmission
- Automation
- Inspection

## LEARNING OBJECTIVES:

- Apply RCFA, 5 Why and FMEA methodologies in failure investigation
- Think through the possibilities of physical root causes of a failure that go beyond a quick fix
- Recognize the presence of event chains leading to a failure and analyze causes behind the causes
- Verify or disprove contributing causes
- Identify actions or recommendations that will avoid a repetition of the failure or problem investigated
- Create a fault tree of an incident
- Look for relevant evidence in a failure investigation or accident
- Trace and identify the causes of equipment failures and industrial accidents
- Spot high-risk situations and act to prevent problems
- Understand the typical human factors involved in failures and accidents

# ADVANCED FAILURE MODES, EFFECTS AND CRITICALITY ANALYSIS

## WHY YOU SHOULD ATTEND?

The need for asset integrity is a key driver for any industry. Improving maintenance and reliability ensures the optimum performance of assets against a backdrop of regulatory, safety and cost pressures. Maintenance needs to improve the integrity and availability of assets while minimising costs. FMECA is a methodology for predicting potential failures and the consequences of those failures. The output of the analysis is used to direct effort appropriately into preventing failures, with the overall aim of reducing the risk of failure to an acceptable level. Criticality analysis is a key technique for understanding which items of equipment, or systems, are most important to operations. Knowing which items are most critical allows engineers to prioritise maintenance effort into the most beneficial and necessary areas for the business. When applied effectively criticality analysis and FMECA both result in optimising equipment maintenance policies that save money and increase reliability.

Salvo Global's online masterclass is intended to provide a solid foundation of the Design Failure Modes and Effects Analysis (DFMEA) or Failure Modes, Effects and Criticality Analysis (FMECA) based on defined industry standards and requirements. Mastering the content will improve product quality, reliability, and launch effectiveness.

## WHO SHOULD ATTEND?

This course is very relevant to technical engineers and professionals who handle and are responsible for their organisations' maintenance; as well as the overall smooth operations and processes of their organizations' plants and machineries. These include Superintendents, Managers, Supervisors, Team Leaders, Heads of Department, Engineers, Foreman, Planners, Directors of the following departments:

- Maintenance
- Mechanical
- Preventive Maintenance
- Manufacturing
- Predictive Maintenance
- Physical Asset Management
- Production
- Reliability
- Process
- Control
- Instrumentation
- Engineering
- Operations
- Plant
- Transmission
- Automation
- Inspection

## LEARNING OBJECTIVES:

- Apply RCFA, 5 Why and FMEA methodologies in failure investigation
- Think through the possibilities of physical root causes of a failure that go beyond a quick fix
- Recognize the presence of event chains leading to a failure and analyze causes behind the causes
- Verify or disprove contributing causes
- Identify actions or recommendations that will avoid a repetition of the failure or problem investigated
- Create a fault tree of an incident
- Look for relevant evidence in a failure investigation or accident
- Trace and identify the causes of equipment failures and industrial accidents
- Spot high-risk situations and act to prevent problems
- Understand the typical human factors involved in failures and accidents

## WHY YOU SHOULD ATTEND?

After projects enter the execution phase, the emphasis of the project manager's effort changes from planning to controlling the work. Implementing effective project controls is especially crucial in complex projects such as mining projects, processing plants, construction & infrastructure projects due to the large investments and high risks and uncertainty involved.

Due to various interdependencies within the project, control is most effective when the control process integrates scope management with cost and schedule management. How can you overcome silo mentality to align control objectives within and across projects?

Fully aligned with Project Management Institute's Body of Knowledge, Salvo Global's 3-day "Integrated Project Control" Masterclass enables project professionals to master practical strategies and tools to achieve integrated scope, budget, and schedule management so as to deliver successful projects.

## WHO SHOULD ATTEND?

This course is uniquely designed for professionals who handle and who are responsible for their organisations compliance management. These include, but not limited to:

- Project Controls Manager
- Project Controllers
- Earned Value Specialists
- Programme Directors/Managers
- Project Planners & Schedulers
- Risk Management Offices Staff
- Project Management Office Staff
- Project Team Members
- Cost Managers
- Cost Controllers & Engineers
- Project Sponsors
- Project Consultants
- Project Specialists
- Project Engineers
- Top Management

## LEARNING OBJECTIVES:

- Understand the criticality of integrated project control
- Identify the control organization roles & responsibilities
- Create and Customize a project controls system for your team
- Understand how controlling scope, schedule, and cost to ensure projects stay on plan
- Identifying and managing risks
- Learn how to up contracts to ensure the project stays on plan
- Master the strategies in controlling contractors
- Develop an earned value management processes to identify deviations early and to forecast completion

# COST ENGINEERING AND BUDGET MANAGEMENT FOR PROJECTS

## WHY YOU SHOULD ATTEND?

Accurate budget development and cost management are constant sources of concern for project managers, particularly those managing large, complex projects. Conducting cost and technical tradeoffs, establishing budgets, submission and evaluation of price proposals, preparing contract negotiation, and assessing the cost impact of introducing changes to existing project plans are some examples of issues that come into particular concern when considering different technical options in projects.

This 3-day master class will examine the discipline of cost engineering as an input to making cost-related decisions in projects – in particular cost estimating, cost analysis/ cost assessment, schedule analysis/planning, risk assessment, and earned value management.

By utilizing appropriate techniques, and processes in a rigorous way, delegates will then be able to be best able to predict or assess cost, minimize risk and impact of overspends against budgets and ensure there is an appropriate balance between technical aspects and the related costs of projects.

## WHO SHOULD ATTEND?

This course is intended particularly for all the professionals who are or will be responsible for controlling or supporting programs and large or complex projects, services and systems, including the following:

- Project Controls Manager
- Project Controllers
- Programme Directors/Managers
- Project Office Managers
- Project Managers
- Project Planners & Schedulers
- Project Engineers
- Cost Controllers
- Cost Managers
- Cost Engineers
- Project Consultants
- Project Specialists
- Technical Services
- Engineering Services

## LEARNING OBJECTIVES:

- Understand the requirements of projects and documenting them
- Create a Project Charter based on the phases, deliverables, external influences, metrics, control points and change management
- Control an overall project schedule and understand how budget is tied to each individual project activity
- Develop an overall project schedule and understand how budget is tied to each individual project activity
- Calculate project budget and contingency amounts by developing accurate estimate by looking at resources costing, cost factors, overheads and management reserves
- Manage contractor costs and payments
- Identify and prioritise risks in order to control and manage the project budget
- Use Earned Value Management as the most accurate way to track project progress

## WHY YOU SHOULD ATTEND?

Once a project enters execution, how to ensure that changes and project performance variations are proactively monitored and managed in order to update expectations of the return on investment and to maximize it where possible?

Project Economics and capital budgeting is the process by which organizations make strategic and long-term investment decisions on projects. Selecting and investing in the "right projects" amongst various mutually exclusive or synergistic alternatives is therefore a key priority for project-based organizations.

Making these business-critical decisions should follow a process that ensures efficiency, predictability and auditability of the investment, and therefore based on best practices and supported by appropriate tools and techniques.

While this upfront process is aimed at setting a stable project investment scenario, once the decision is made and the project enters execution, changes and performance variations will inevitably occur, ranging from adversities that need to be mitigated to emerging opportunities that ought to be captured; the real-life story of the project will seldom unfold as initially envisaged.

Salvo Global's 3-day master class will be providing the latest best practices, supporting tools and techniques on project economics. Delegates will be updated with the latest developments constitutes a key requirement for all project management professionals involved in managing, operating or influencing management and business decisions involving capital projects.

## WHO SHOULD ATTEND?

This course is intended particularly for all the professionals who are or will be responsible for controlling or supporting programs and large or complex projects, services and systems, including the following:

- Project Controls Manager
- Project Controllers
- Project Financial Controllers
- Earned Value Specialists
- Investment Risk Analysis
- Programme Directors/Managers
- Project Planners & Schedulers
- Risk Management Offices Staff
- Project Management Office Staff

## LEARNING OBJECTIVES:

- Understand the process of project capital budgeting, its context and importance for project-based organizations
- Distinguish and know how to apply in practice the key concepts of financial mathematics as the basis to evaluate capital project investment scenarios
- Implement in practice the main project evaluation and selection methods, including economic indices, scoring models and portfolio optimization
- Develop models to analyze and evaluate project scenarios for asset replacement versus asset improvement investments, using all the concepts and methods of capital budgeting, including the annuity
- Learn how to use in practice the estimating recommended practices from the AACE International of cost and schedule classification (18R-97 and 27R-03) based on the level of maturity of project definition
- Apply the Project Definition Rating Index (PDRI) from the Construction Industry Institute (CII) (RR113-11) to measure the level of project definition
- Implement a comprehensive and integrated cost and schedule estimating process, including the risk contingency reserves, to ensure the required accuracy and predictability of capital budgeting and return on investment expectations



# ADVANCED EARNED VALUE MANAGEMENT FOR PROJECTS

## WHY YOU SHOULD ATTEND?

One of the most critical problems that project management professionals face is the management of the performance on their project. The two most common challenges a project manager faces in any industry are cost and schedule overruns. In many instances there is no forewarning; schedule slips, costs soar and often quality is also impacted; the project manager is faced with the near impossible task of explaining why each impact occurred and why the root-causes were not addressed early in the project.

Performance measurement as the basis to manage projects, programs and portfolios, is becoming increasingly important for project-based organizations. Developed as joint effort between NASA and the US Department of Defence (DoD), back in the mid-60s, Earned Value Management (EVM) has been maturing and evolving over the last decades as the global de facto standard for performance measurement and project control, having deserved the attention of the most prominent standardization organizations like ISO, CPM, AACE International and the Project Management Institute (PMI), all of which have recently developed global standards specific for the implementation, adoption and certification in Earned Value Management.

Salvo's 3-day masterclass will provide stakeholders with reliable data and quantitative information about the project status and performance, so that more effective decisions can be devised to improve a project's success. The adoption of EVM implies a cultural change towards objectivity, proactivity and opportunity management, where variation, deviations and changes are all the source for developing knowledge, gaining better understanding and improving a project. EVM is also the foundation for auditability in projects. The traditional alternatives to project control without EVM is the sole use of intuitive and empirical decision-making based on personal experience confined to managers' "comfort-zones", the use of financial cash-flow control metrics (which clearly fail to see the whole picture), or, at best, "home-made" metrics which do not capitalize on existing standards knowledge, nor provide a basis for benchmarking, a common-language, auditability and a basis for continuous improvement. Knowing EVM and being updated to the latest developments constitutes a key requirement for all professionals involved in making or influencing management and business decisions in projects, programs and portfolios.

## WHO SHOULD ATTEND?

This three-day workshop is designed for VPs, Heads, Directors, Chiefs, Managers, Superintendents, Team Leaders and Engineers who focus on dealing with integrity of plant and facilities assets such as:

- Project Controls Manager
- Project Controllers
- Earned Value Specialists
- Programme Directors/Managers
- Project Planners & Schedulers
- Risk Management Offices Staff
- Project Management Office Staff
- Project Team Members

## LEARNING OBJECTIVES:

- Manage the use of the Earned Value Management (EVM) project control method as an essential decision-making tool for the success of projects and programs
- Understand the added value and the benefits of EVM in the overall management of a project-based organization
- Recognize how to use EVM effectively as a key tool for communication among the project stakeholders and with executive management
- Learn all the required technical knowledge to implement the EVM method in real project environments
- Know how to integrate effectively the EVM method with: the scope definition (WBS), the project budget, the project schedule, the risk process, and with the organizational responsibilities (OBS/RAM)
- Analyse and understand the essential technical and organizational requirements to implement effectively the EVM method in projects and organizations
- Differentiate the importance and benefits of maintaining a data base of EVM metrics of past projects as the basis for controls and continuous improvement
- Know how to explore the benefits of software tools to support the practical implementation of the EVM method
- Discover how to apply the EVM concepts to program and portfolio management
- Master the international EVM standards from PMI, AACE International, CPM and ISO, and understand the future trend of EVM as a key and essential performance management tool

# MANAGING CONTRACT CLAIMS, VARIATIONS, AND DISPUTES

## WHY YOU SHOULD ATTEND?

Today, organizations are losing its annual revenue per year due to contract mismanagement. According to a survey conducted by International Association for Contract & Commercial Management (IACCM), 27% of the companies experience a significant claim or dispute on 10% or more of their contracts. These generally arise from variations in contract scope, weaknesses in contract change management, and performance failures due to over-commitment. More than ever, this represents a major economic cost for both the company and its trading partners resulting to costly litigation.

1. GlaxoSmithKline fined \$490 million by China for bribery (September 2014)
2. Atos was fined £30 million for errors in its delivery of the UK work capability assessments (June 2014)
3. Outsourcing firm Serco repay the Ministry of Justice £68.5 million after overcharging on its contract to provide electronic tagging for offenders (December 2013)
4. Verizon has 24 instances of misconduct for which it incurred \$477.5 million in penalties from the US government (1995-2013)
5. SAIC paid more than \$500 million to resolve alleged fraud occurring on a contract with New York City (2012-2013)

To protect your organization from long and costly litigation brought by poor contract management, this course will expose you with essential skills and techniques to safeguard your company from future risks and liabilities. Throughout this highly interactive course, you will discover how to use counter claims to safeguard your interests when claims arise and you will learn how to implement and manage contract variations successfully to avoid disruptions and delays in your contracts. In addition, you will identify the causes of disputes and know how to utilize dispute management and negotiation strategies to protect your company from potential law suits.

To be led by an internationally-accredited legal expert with more than 30 years of extensive experience in commercial and contractual law, the trainer will not only educate you with law and regulation, he will also enlighten you on the commercial issues relating to change management, contract variation and dispute resolution through real-life case studies and hands-on exercises.

## LEARNING OBJECTIVES:

- Discover how to use counter claims to safeguard your interests when claims arise
- Implement and manage contract variations successfully to avoid disruptions and delays in your contracts
- Find out if you are entitled to initiate contract variations and which contractual party should bear the costs for the changes to the contract
- Resolve your contractual disputes by identifying the causes of disputes and utilizing dispute management and negotiation strategies
- Assess the best alternative dispute resolution you should utilize when your contractual disputes become too complex

# PROJECT SCHEDULING AND RISK MANAGEMENT

## WHY YOU SHOULD ATTEND?

Project schedules are often considered the core of project management. Developing a good schedule and keeping the project on track are critical to successfully completing the project. Yet, a majority of projects in each industry sector run behind schedule and are delivered late. The project manager is judged by how successfully they can complete the project on schedule. If the project is late, was the project manager doing a poor job or was the schedule bad to start with? In this 2-day Masterclass, delegates will learn how to develop an accurate schedule and to track against it during the execution phase of the project.

A risk is a possible future event that can impact how successfully the project will be completed. If the project manager and the project sponsor or steering committee is serious about project success, they will spend the time and money to identify risks, rank their seriousness, and mitigate them. Research shows that a majority of project risks come from stakeholders. By attending this 2-Day Masterclass, delegates will learn how to identify risks more efficiently, rank them, and reduce their impact. Strong risk management will improve the project success' possibility.

## WHO SHOULD ATTEND?

- Project Controls Manager
- Project Controllers
- Programme Directors/Managers
- Project Office Managers
- Project Managers
- Project Planners & Schedulers
- Project Engineers
- Cost Controllers
- Cost Managers
- Cost Engineers
- Project Consultants
- Project Specialists
- Technical Services
- Engineering Services
- Asset Integrity
- Project Engineering and management
- Operations
- Production
- Process Engineering
- Inspection

## LEARNING OBJECTIVES:

- Use methodologies like network diagram, critical path and historical data to develop an accurate schedule
- Understand what is a definitive schedule and its applicability to multiple types of contracts
- Apply different scenarios to a schedule to identify impact of schedule modifications
- Roll out a risk management plan to protect projects against major failures Identify different kinds of risks and its sources
- Track schedule to ensure projects are completed on time
- Calculate budgets and contingency amounts to ensure projects are on budget
- Discover "hidden" risks created by contractors, consultants and suppliers

# ADVANCED PROJECT SCHEDULING AND DELAY MANAGEMENT

## WHY YOU SHOULD ATTEND?

In a business environment increasingly pressured by time efficiency as a key competitive advantage, schedule management in projects and programs has become a critical competency. However, project and program scheduling is still an immature discipline in many project-based organizations. Schedules are very often developed based on empirical approaches, without following well-established international standards and best practices. Many organizations do not develop their own internal scheduling standards to support time management in their projects and programs. Therefore, project and program professionals involved in developing and using schedules for management purposes often are not qualified and do not have the necessary knowledge, skills and expertise to make adequate use of schedule models to support management decisions aimed at making projects and programs to deliver the scope and benefits on time.

Despite this scenario, scheduling is at the birth of Project Management as a management discipline on its own right. Meeting challenging and important time objectives was at the cradle for the development of Project Management back in the 20s with the emergence of the Gantt Chart, and later in the 50s with the project network diagrams, based on computer power, in particular the Precedence Diagramming Method and the Critical Path Analysis. These time-management tools and techniques provided the basis for project management to develop as management disciplined grounded on scientific principles. Nowadays, any software tool or system that claims to support project management has as its core a schedule engine supporting various schedule analysis functionalities, ranging from simple critical path analysis, resource levelling, down to advanced Monte Carlo simulation for risk analysis. Yet, the benefit of all these powerful functionalities rests on the validity and quality of properly developed and maintained schedules. And this can only be achieved by equipping stakeholders with the required understanding, knowledge and expertise about the scheduling discipline. For effective time-management in projects and programs, the adequate level of knowledge of scheduling, or "timemathematics", must exist at the various organizational levels and must not be confined to scheduling experts working in isolation from the stakeholders who make decisions and form those who execute the project work.

While high-quality schedules developed upfront in projects and programs offer a realistic baseline for managing time objectives, changes and emerging adverse conditions will always threaten these objectives and will generate delays. Being able to properly diagnose the causes of these delays, during and after the project, to devise effective recovery solutions, allocate in a balanced, auditable and transparent manner responsibility amongst the various parties, and to develop valuable lessons learned for the future, is a major goal and benefit of the scheduling discipline.

Proper scheduling requires the consideration of various elements of effective time-management, namely: activity and schedule duration estimation, integration with scope definition and management, establishing activities' progress criteria, using internal and external dependencies, integration with resource estimation and management, integration with cost estimation and management, integration with risk analysis and management, and integration with communications management, performance reporting and with performance management ultimately sustaining Earned Value Management implementation.

## WHO SHOULD ATTEND?

- Project Controls Manager
- Project Planners & Schedulers
- Project Controllers
- Programme Directors/Managers
- Project Schedulers
- Risk Management Offices Staff
- Project Management Office Staff
- Project Team Members
- Cost Managers
- Cost Controllers & Engineers
- Project Sponsors
- Project Consultants
- Project Specialists
- Project Engineers
- Top Management

## LEARNING OBJECTIVES:

- Understand and learn the core principles of the scheduling discipline as applied to the management of projects and programs
- Know the main international standards and recommended practices for project and program scheduling issued by the most prestigious associations, in particular the AACE International, PMI and CPM
- Know and understand the AACE International recommended practice RP19-xx "Schedule Classification System"
- Understand and learn to implement in practice the main scheduling techniques
- Understand the scheduling core concepts and learn the standard terminology as the basis for effective communication about time management and performance in projects and programs
- Know and learn how to use in practice the scheduling discipline to diagnose delays, develop recovery plans, allocate accountability, and develop lessons learned
- Know and learn how to use in practice the schedule discipline to interact, engage, manage and negotiate with program and project stakeholders
- Know the professional certifications available in the market related to scheduling in projects and programs
- Know the potential benefits and requirements of scheduling software tools, and in particular Microsoft Project
- Understand how scheduling and program management link integrates with other project management disciplines

## WHY YOU SHOULD ATTEND?

Salvo Global's Project cost engineering course will equip participants with the skill and knowledge to control cost in their projects. They will learn the foundation of cost estimating, cost control and planning. It is recognised that improving cost engineering capabilities within industry contributes to the development of affordable products and technologies. There is growing demand at local, national and international levels to impart cost and affordability engineering knowledge to support organisations that seek high quality cost engineers.

Cost Engineering and Risk Management program will cover the latest techniques and practical methodologies of project cost engineering and risk management to successfully manage project cost and risk, in order to maximize business ROI in the long run. You will gain the combination of unmatched risk analysis skills, cost engineering and thorough knowledge of your project parameters and uncertainties.

## WHO SHOULD ATTEND?

- Cost Engineers
- Cost Estimators
- Cost Controllers
- Project Managers
- Project Engineers
- Project Planners
- Finance managers
- Finance Executives

## LEARNING OBJECTIVES:

- Master the methodologies of project cost engineering to maximize business return of ROI
- Learn to prepare cost estimates and cost reduction strategies from high level factor estimating to a very detailed equipment material cost
- Understand the business context, project life cycle and the purpose of cost engineering
- Discover the principles and methodologies of risk analysis and execute risk mitigation
- Identify and apply the techniques to control, forecast and report the cost and monitor project performance
- Grasp the impact of project location, market environment and project execution
- Determine how to control, forecast and report the cost and progress during project execution
- Develop the skills and knowledge to review and reconcile cost estimates

## WHY YOU SHOULD ATTEND?

**HIGH IMPACT PROCESS EXCELLENCE** - Six sigma methodology focuses on customer awareness and subsequent business improvement. In addition to reducing the process defects, six sigma methods facilitate improvement through world class channels. Subsequently, that means identifying and remedying problems wherever they occur. It pinpoints anything that damages business functionality in a way that increases defects, raises costs, slows productivity or reduces customer satisfaction in a source of variation. The Lean Six Sigma Boot Camp seeks to eliminate or remediate these sources to facilitate overall business improvement.

**REDUCING PROCESS VARIATION** - Process defects can irrevocably harm customer satisfaction levels, as each customer becomes a potential lost consumer. Subsequently they tend to pass the word about product defectives. Even the best products and services can be ruined by failing to identify and correct the process variation.

**REDUCING OPERATIONAL COSTS** - Here, the Lean Six Sigma Boot Camp integrates two recognized winning strategies: Six Sigma and Lean Operational Processing; whether it be manufacturing, business strategy or administrative functions - This results in the ability to identify process wastes and reduce defects, operational variation and mistakes. We focus on inventory reduction, more effective labor utilization and strategies to enhance business success whether it be manufacturing or transactional functions.

**CYCLE TIME COMPRESSION** - Any decrease in process cycle time or service performance strategy means costs savings, reduced maintenance expenditures and lower payroll burden. Customer satisfaction ratings skyrocket when we reduce process time and increase service quality level. The Lean Six Sigma Boot Camp focuses sharply on these goals.

**ENHANCE CUSTOMER SATISFACTION** - The Lean Six Sigma Boot Camp is laser-focused on three levels of customers; business level, operational level and process level. Customer satisfaction is an objective all its own. Each aspect of a business' operation, from marketing strategies to sales personnel performance, has a positive or negative affect on customer satisfaction. The sources of variation that six sigma corrects is a sure-fire cure to inherent operational issues.

## WHO SHOULD ATTEND?

- Plant and Asset
- Manufacturing and Operations
- Project Management
- Process Control and Production
- HSE and QC/QA
- Business Development and Strategic

From the following industries:

- Power and Utilities
- Construction
- BPO
- Manufacturing
- Oil and Gas
- Banking and Finance
- Retail and Hospitality
- Service
- Shipping and Logistics
- Petrochemical
- Healthcare
- Agriculture and Commodities
- Government
- FMCG
- Telecoms
- Food and Beverage
- IT
- Mining
- Customer Service
- Sales and Marketing
- Information Technology
- Human Resources
- Finance and Accounting
- Technical and Engineering
- Construction

## LEARNING OBJECTIVES:

- Translate proven six sigma models to laser-focused business objective and targets
- Transmit six sigma concepts within the organization for forward thinking standards
- Transform your professional performance as a collection of up-to-date processes, with inputs to resolve operational challenges in the most expedient approach
- Facilitate skillful application of the DMAIC process sequence as a basis to organize process enhancement
- Expand your professional process improvement techniques to enhance organizational effectiveness
- Eliminate guesswork! Manage the data-driven concept of a sigma quality levels to evaluate process capability within your organization
- Recognize the organizational factors that are necessary groundwork for a successful six sigma effort

# ADVANCED PROJECT COST CONTROL AND MANAGEMENT

## WHY YOU SHOULD ATTEND?

All too often, project costs end up different to how we expect, most often turning out greater than planned. Sometimes this is because we fail to plan them properly, but often it is because we fail to control them well enough. Many things come to bear on cost control, over and above the simple monitoring of transactions, and this includes interface to project risk, progress, change, resources and performance. And planning and budgeting is also influenced by many factors, including ability to estimate, the value of the investment needed and the sequence and timing of spend. Controlling cost is more than just capturing expenditure and forecasting final out turn.

In this course, we will learn how to plan properly and realistically for your project. This includes the extent, type and timing of spend, the risk associated with cost and also the relationship between progress and expenditure. We will gain the skills to determine how much a project will return for the investment made and compare one project against another to see which is the better bet. We will look at techniques to control cost and how to make accurate forecasts of future and total cost, as well as reporting progress in a meaningful fashion.

Projects can be complex undertakings, and at times seem to be ever changing. In this high pressure, dynamic environment, and the looming pandemic, it's easy to lose control of your project's costs and end up over budget. Salvo Global's online course will give you the knowledge to enable you to effectively manage and control your costs better, and to help your project stay on track. Whether you are a project manager or project cost engineer, it's vital that you keep your skills and expertise current and stay in control of your project costs.

## WHO SHOULD ATTEND?

- Project Managers
- Cost Managers
- Project Controls Managers
- Project Controls Team Members
- Project Planners & Schedulers
- Risk Management Staff
- Project Management Office Staff
- Project Team Members
- Project Engineers
- Cost Controllers & Engineers
- Project Sponsors
- Project Consultants
- Project Specialists

## LEARNING OBJECTIVES:

- Evaluate a proposed project from a cost perspective
- Make a detailed evaluation of a project's returns
- Plan project costs appropriately
- Construct a project budget and evaluate it for suitability
- Model and control your project cash flow
- Assess the cost risk exposure of the project
- Assess the true status of the project's progress using earned value management
- Choose the most appropriate cost reporting methods
- Measure and manage project cost performance
- Learn the various cost control techniques available to you
- Describe and appreciate key project management techniques and terminology

# MANAGING CASH FLOW DURING AN ECONOMIC DOWNTURN

## WHY YOU SHOULD ATTEND?

The recent economic downturn has brought significant disruptive change to world markets and commodity prices. Industries like oil and gas sector have faced a rapid decline in output prices and face enormous pressure on their ability to maintain profit, cash flow and shareholder value. A company's ability to survive and thrive in the challenging times is critically dependent on its skills in managing and maintaining vital cash flow. This highly practical seminar provides valuable insights in to how delegates can apply the principles of effective cash flow management in their own organizations.

The importance the cash flow management cannot be overstated in any business today. Cash flow is the life blood of the organization. Treasury has a mandate to efficiently manage cash flow across all areas of operation As companies expand into new markets across the globe, the Cash Flow is growing increasingly more complex and important.

Salvo's 3 day interactive workshop is designed to provide Corporate Finance, Treasury and Accounting professionals with current, practical knowledge of the essential elements of Cash Flow management in an economic downturn environment. Managing Cash Flow management is based on Best Practices in: cash management, working capital and cash forecasting. Integration of these essential processes is the only path to world class Cash Flow management.

During the workshop the delegates will learn practical ideas on how to transform their liquidity management structure into a world class operation that operates with better control and oimprved efficiency at a reduced cost.

## WHO SHOULD ATTEND?

This course is very relevant to Corporate Treasury, Accounting and Finance professionals. These include CEOs, CFOs, Presidents, Vice Presidents, Managers, Heads of Department, Planners, Directors of the following departments:

- Corporate Treasury
- Corporate Finance
- Corporate Cash Management and/or Liquidity Management
- Foreign Exchange and/or Interest Rate Risk
- Risk Management and/or Group Risk Management
- Corporate Investment and Debt
- Financial Analysis
- Finance and/or Accounting
- Internal Audit
- Corporate Planning, Internal Controls and Regulatory Compliance

## LEARNING OBJECTIVES:

- Design a best practice global cash fl ow management structure
- Learn how to prepare and de-risk your working capital, cash and forecasting systems for Economic Downturns
- Improve visibility, control and optimization on of global cash
- Distinguish how to obtain a global real time cash position
- Optimize working capital and Balance Sheet management
- Effectively integrate the management of global cash, cash forecast and working capital
- Improve visibility and control over foreign exchange and interest rate exposures
- Design cash flow models, benchmarking and KPI's to measure the effectiveness of your capital and cash management strategy
- Develop business partnership and strategic value to the firm
- Boost appreciation of managing resistance to market and organization



# INTEREST RATE DERIVATIVES AND CURRENCY SWAPS

## WHY YOU SHOULD ATTEND?

Despite the recent economic downturn, organisations were still concerned about their exposures, and by December 2011, the size of OTC derivatives market was just over US\$700 trillion (measured in terms of notional amount outstanding). This represents an expansion of some 18% in the previous 6 months. To meet the precise requirements of end-users, the derivative markets are still evolving to provide a wide range of innovative structures.

This advanced derivatives course is designed to provide the latest practical and theoretical developments in the structuring, pricing and hedging of OTC derivatives such as swaps and options plus a variety of embedded combinations.

## WHO SHOULD ATTEND?

- Members of swap desks and other structuring teams
- Risk managers
- Experienced marketers, responsible for providing risk management, financial structuring, and treasury services to end-users
- End-users themselves, to understand how banks are pricing and hedging swap structures

## LEARNING OBJECTIVES:

- Convexity adjustments for swaps and CMSs
- Correctly valuing foreign assets using cross-currency basis swaps
- How to build your funding cost into your pricing
- Computer demonstration: how to price a Bermudan callable swap
- Computer demonstration: how to price a path dependent structure

## WHY YOU SHOULD ATTEND?

Treasury's world is growing increasingly more complex. Never has it been more important for companies to control cash, working capital and risk on a global basis. Over and above the mandate to excel in these traditional roles, Treasury is called upon to be more strategic in its activities and to develop a solid business partner relationship across the complex.

Company Boards and Senior Management are demanding improved visibility and control over risk, optimization of cash and working capital to reduce requirements for external funding and lower cost of operation.

Treasury departments are challenged to operate efficiently in a global market place in order to support the competitive position of their companies.

Banks are being pressured to advise their commercial customers Best Practices in the management of risk and global cash.

This 3 day interactive workshop is designed for two audiences with congruent learning objectives:

- The workshop is designed to provide Corporate Treasury, Accounting and Finance professionals with current, practical knowledge of the essential elements of Treasury management in a best practice environment. They will learn practical ideas on how to transform their Treasury into a world class operation that operates with better control, improved efficiency at a reduced cost.
- The workshop will also provide commercial bankers in Treasury sales, product development, internal operations and marketing with an in-depth understanding of their customer's world, Treasury Best Practice tools and techniques. They will learn how to walk the Treasury solution talk in order to better support client requirements.

Using case study methodology, computer simulations and worked examples to illustrate key points, the attendees will learn how to apply Best Practice tools and techniques in all areas of global Treasury management in order to improve control, optimize asset utilization, reduce cost and better leverage staff.

## WHO SHOULD ATTEND?

CFOs, MDs, Treasurers, Assistant Treasurers, Director of Treasury, VP Finance, Director, Bankers and Senior Managers responsible for:

- Corporate Treasury
- Cash Management/Liquidity Management
- Foreign Exchange/Interest Rate Risk
- Risk Management/Group Risk Management
- Asset Liability Management
- Corporate Planning / Internal Controls / Regulatory & Compliance
- Bank Product Development
- Bank Sales of Treasury Products
- Investment/Debt
- Internal Audit, Finance and Accounting
- Working Capital Management

## LEARNING OBJECTIVES:

- Utilize Treasury value metrics for improved control and results in treasury operations
- Optimize the accuracy of cash forecasts
- Improve viability, control and optimization of global cash
- Integrate the management of global cash, cash forecasts and working capital
- Develop visibility and control over foreign exchange and interest rate exposure
- Optimize working capital and balance sheet management
- Learn and apply the latest treasury organization models, benchmarking and KPI's
- Utilize treasury value metrics for improved controls and results
- Apply strategies in reducing cost of operations and impact of inflation
- Deploy VaR techniques in the management of portfolios
- Discover and improve utilization of treasury technology
- Safely hedge against foreign currency and interest rates exposure

# WORLD-CLASS DYNAMIC BUDGETING AND FORECASTING

## WHY YOU SHOULD ATTEND?

Most finance professionals in large companies are dissatisfied with budgets; they often believe too much time and resources are spent on this activity. Some even believe budgets may even be harmful to the organization, as managers engage more in game playing rather than maximizing shareholder returns. Many believe budgets don't deliver all that they should and suspect there must be a better way. These thoughts and ideas have led to the development of new tools and techniques, some quite radical, even proposing the complete abandonment conventional budgets.

This programme introduces some of these ideas but also develops them so that delegates can identify some practical new approaches which they can realistically take back into their own businesses.

The programme also reviews emerging ideas and breakthroughs on managing and reducing costs without causing long-term damage to the business. It covers approaches to help organizations effectively delegate budgets and cost management responsibility to managers while still delivering long-term corporate strategy and customer value.

Salvo Global's 3-day interactive masterclass uses a mixture of exercises, discussion and real-life case studies to keep the training lively, practical and relevant. It includes some of the latest research on good practice in budgeting and cost management.

Throughout the program, delegates will be encouraged to build an action plan, listing the positive action they are going to do when they get back to their business to make budgeting and cost management better.

## WHO SHOULD ATTEND?

This course is very relevant to Corporate Treasury, Accounting and Finance professionals. These include CEOs, CFOs, Presidents, Vice Presidents, Managers, Heads of Department, Planners, Directors of the following departments:

- Finance
- Accounting
- Financial Planning
- Budgeting and Reporting
- Cost Management
- Strategic Planning
- Cash Management
- Treasury

## LEARNING OBJECTIVES:

- Develop dynamic rapid and on-going cost reduction and control management
- Implement strategies and tools and techniques to encourage and enable staff to improve cost management and control
- Learn and apply balanced scorecards and relative KPI's to monitor budgeting and forecasting performance
- Integrate cost reduction into budgets and plans within the organization
- Build more effective budgeting and forecasting at all times and not only during challenging times
- Utilize the toolbox- practical tools and templates to impact cost management performance straight away at your workplace
- Utilize an effective budgeting approach with rolling forecast for improved decision making
- Initiate effective cost management culture and reduction culture in your organization
- Master modern costing techniques for advanced budgeting
- Apply qualitative and quantitative forecasting tools and techniques to evaluate and stay ahead of potential financial risks affecting the organization

# ADVANCED FINANCIAL ANALYSIS MODELLING AND FORECASTING

## WHY YOU SHOULD ATTEND?

In today's dynamic business environment being capable to accurately model and forecast the volatile economic data is a critical skillset for business professionals, average knowledge is not sufficient to remain ahead of your competition. To stay ahead, one must have the ability to incorporate all of the "unknown" scenarios and stress any financial model to its limits.

Financial modelling involves creating and developing a dynamic spreadsheet that distinguish a financial structure. A financial model that is well structured can facilitate and enhance the reliability, quality of the decision making process. Modelling techniques are crucial and widely utilized in many different areas such as capital planning, budgeting, financial analysis, and forecasting.

Salvo Global's 3-day intensive Masterclass on "Advanced Financial Analysis Modelling & Forecasting" is designed to equip professionals with the latest practical experience and modern design ideas to create a powerful and accurate forecasting models in Excel to efficiently analyze data, develop a more efficient budgeting model, predict revenues, manage cost & risk and support critical business decisions. By using Excel delegates will learn to asses' business performance improved forecasting for the budget and dangers involved when hypothesizing for future performance.

The course will cater to all levels of financial modelling analysis experience & Excel proficiency.

## WHO SHOULD ATTEND?

This masterclass is designed for financial professionals,CEOs, CFOs, VPs, MDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:

- Finance Planning
- Treasury
- Forecasting & Financial Analysis
- Management Accounting
- Project Finance
- Budget Planning
- Cash Management / Liquidity Management
- Corporate, Business and Financial Analysis
- Financial Advisors and Corporate Analysis
- Heads of Business Units and Business Planners

## LEARNING OBJECTIVES:

- Learn new ways to improve efficiencies in your financial modelling processes by gaining valuable skills
- Discover a range of sophisticated techniques that will improve the usability and reliability of your financial models
- Determine how to integrate & align your financial models with business strategy
- Master how to properly incorporate imprecise data and allow for uncertainties in model assumptions and variables
- See how to use spreadsheet modelling best practices to create better financial models
- Study about alternative financial modelling approaches, when to use these and how to make the best decisions
- Gain the confidence that comes from knowing that your financial models are more robust, more accurate and more reliable
- Utilize your new found skills and knowledge to existing and unfamiliar scenarios
- Review the latest functionality from Microsoft Excel
- Apply your new knowledge and skills to Business Intelligence concepts and problems

## WHY YOU SHOULD ATTEND?

This 3-day course on advanced risk management for banking institutions focuses on the best practices in modeling liquidity risk undertaken by leading financial institutions after the lessons learned from the global financial crisis. The course tackles liquidity risk in conjunction with other risk categories (traditionally seen as disjoint risk classes) such as market and credit risk. The course leads the attendees through all relevant liquidity risk measures that are being adapted to reflect the newly created complexities of modern financial markets such as analytics, forecasting, measurement and risk indicators & metrics. In addition, the course will cover the key areas of funds transfer pricing, stress testing, contingent planning and the new regulatory requirements under Basel III.

## WHO SHOULD ATTEND?

Risk and banking professionals who need to better understand the liquidity risk management challenges and strategy within a bank. More analytically the following professionals should attend this event:

- CFOs, CROs, Risk Analysts
- Treasurers
- Liquidity Risk Managers
- Market Risk Managers
- Balance Sheet Managers
- Traders
- Finance / Capital Planning executives
- Auditors (internal & external)
- Regulators
- Asset & Liability Managers

## LEARNING OBJECTIVES:

- Effectively define and articulate a comprehensive liquidity risk appetite and operationalize it into the day to day risk taking activities
- Redefine Liquidity stress testing scenarios and assumptions to the extent required, such as in a Black swan event scenario
- Develop an effective and plausible contingency plan to ensure continuity, viability and effectiveness
- Design and Build an allocation framework for liquidity that is acceptable to various business units
- Understand and learn about all relevant liquidity risk measures that are being adapted to reflect the newly created complexities of modern financial markets
- Gain in-depth knowledge on key areas of fund transfer pricing, stress testing, contingent planning and the new regulatory requirements under Basel III

## WHY YOU SHOULD ATTEND?

Counterparty and Credit risks have become one of the key financial risks to identify and manage in the banking industry and other financial institutions. The analysis of Counterparty in Credit risk is an essential component in Risk and Profitability Management. Moreover, the identification of Current and Future Credit Exposures is driven by both counterparty and market financial analysis elements. Credit Exposures must be efficiently managed and minimized by usually employing credit limit approaches.

The role of Credit Enhancements plays critical role on measuring the real credit exposures. The difficulties for evaluating when and how the gross exposure is recovered, bringing in the credit risk analysis many challenges.

Rating Counterparties Credit spreads and probability of defaults are still considered open issues with unclear and even less accepted approaches and analytical techniques. Moreover, the correlation between the counterparties and credit risk with the market risk factors and behaviour elements is also fuzzy.

Stochastic based Credit VaR approaches have been mainly used for identifying and measure credit financial risks; however, stress testing that is based on deterministic assumptions, is becoming more and well acceptable by institutions and regulators. The implementation of Credit Value Adjustment Approaches is one of the hottest topics in credit risk analysis. More than ever practitioners are based in both Static Analysis and Dynamic Simulation. The later is employed under going concern status where the credit characteristic of the counterparty is changing together with the evolution of the market conditions. The integration of Credit Risk with other types of risks is becoming an important element in financial risk management process.

In this 3-day masterclass, the above issues will be presented and discussed extensively; more importantly, corresponding real cases will shown how and when to align all theoretical aspects with practical implementation issues.

## WHO SHOULD ATTEND?

All those that have essential knowledge on financial profitability and risk management, involved in designing and implementing Counterparty, Credit risk management as well as practitioner in ALM and Basel II / ICAAP framework. Investment Banks, Financial Services Providers, Brokerage Firms, Hedge Funds, Consultancies and Solution Providers should also attend this training workshop. More analytically the following professionals should attend this event:

- Counterparty and Credit Risk managers
- Credit Exposure managers
- Collateral managers
- Financial Risk managers
- Financial Risk analysts
- Financial engineers
- Quantitative analysts
- Chief Risk Officers (CRO)
- ALM managers
- Chief Financial Officers (CFO)
- Chief Information Officers (CIO)
- Treasurers
- Credit Risk Controllers
- Credit Limit Controllers and Managers
- Financial Auditors
- Regulators
- Bank examiners
- Board Advisors and Directors

## WHY YOU SHOULD ATTEND?

Risk, including FX & currency risk has once again risen to the top of the agenda for many banks and financial institutions, due to the high volatility of exchange rates and the uncertainty of underlying market factors. Among these factors are the ongoing Eurozone crisis, which has prompted speculation on the future of the Euro; global banking and financial crises and the uncertainties of economic performance, sovereign down-grading and debt. These have had a particular impact on the strength of certain major currencies & corporate and bank liquidity.

Therefore, it is crucial for companies, with the support of their banks, to prepare and equip themselves with tools and strategies on how to effectively measure and hedge their FX risk, while at the same time ensuring safe access to global currencies to support their liquidity needs in these highly uncertain times.

## WHO SHOULD ATTEND?

This 3-day masterclass, principally aimed at banks, will be suitable for those with a basic working knowledge of spot and forward FX markets seeking to acquire more advanced skills in cross currency funding and liquidity and using FX Derivatives. Job titles and business units include, but are not limited to, the following:

- Treasury Risk Managers
- Treasury Sales/Advisory Services
- Market Risk
- FX Departments including Sales, Structuring, Trading
- Fixed Income, Currencies and Commodities (FICC)
- Corporate Bank Account Officers
- Back Office Treasury
- Middle Office, accountants, inspectors
- IT personnel: software and systems providers, including quantitative analysts
- Regulators
- Trade Finance
- Project Finance
- Structured Finance
- Corporate Finance

## LEARNING OBJECTIVES:

- Appreciate the interconnection between FX risk and associated risks in interest rates and liquidity
- Understand the pricing, characteristics and applications of short and long term FX risk management products
- Analyse, measure and manage more complex FX risks in both cash and derivative market situations
- Construct and evaluate hedges in short and long term currency risk
- Learn the uses of a range of FX products in money management and capital markets
- Develop skills for the management of contingent FX risks

# ADVANCED BUDGETING, FORECASTING AND COST CONTROL

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## WHY YOU SHOULD ATTEND?

The global economic difficulties of the last two years and more have served to illustrate the crucial importance of having Budget, Forecasting and Cost Management processes that genuinely support management decision making. Budgeting has, traditionally, been one of the most widely used of management disciplines – and yet also one of the most criticised.

The need for companies to make their budget preparation process simpler and more efficient is a challenging task and widespread concern in business circles. With growing changes in market condition and pressures, having solid planning, budgeting & forecasting processes and also proactively managing costs can allow many organizations to more effectively set goals, develop plans, monitor performance and forecast anticipate changes.

SALVO Global's second annual "Advanced Budgeting, Forecasting and Cost Management" masterclass is aimed at helping participants to develop and sustain 'value-add' Budgeting, Forecasting and Cost Management disciplines that are relevant to the difficult business climate and adaptable to rapidly changing circumstances. This course explores a range of newer budgetary & financing techniques including rolling forecasts framework and beyond budgeting and will also demonstrate a thorough knowledge of performance management- its analysis & control, aligning budgeting and strategic planning processes. This course will be an intensive and highly participative program with a combination of case study discussions and a number of syndicate exercises.

## WHO SHOULD ATTEND?

Chief Financial Officers, Chief Operating Officers, Directors, Chief Accountants, Business Units & Departmental Managers, Managers, Analysts, Controllers, Advisors and Heads of :

- Finance
- Strategic Business Unit
- Budgeting and Control
- Performance Management
- Planning & Control
- Sales & Marketing
- Forecasting and Cost
- Purchasing
- Management Accountants
- Business Development
- Business Planning

From the following industries, including but not limited to:

- Manufacturing
- Retail
- Electronics
- Travel and Hospitality
- FMCG
- IT, Telecommunications
- Banking and Finance
- Automotive Industry
- Mining & Minerals
- Pharmaceutical
- Oil and Gas
- Logistics
- Construction
- Public Sector

## LEARNING OBJECTIVES:

- Gain an understanding of how modern budgetary techniques can provide real support to business managers.
- Avoid the traditional limitations often associated with budgeting.
- Discover how to use the different but aligned disciplines of forecasting and budgeting to complement each other.
- Ensure that you achieve effective alignment of strategy, business planning and budgeting.
- Learn about successful (not dysfunctional) cost management from case studies.

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## WHY YOU SHOULD ATTEND?

Financial parts of the projects are always very critical and equally challenging for engineers and technical professionals. The financial constraints even delay the project completion as experienced by many engineers across the globe. Engineers and technical professionals must learn the financial aspects of projects in order to achieve clear and compelling project economics.

This shall help engineers, project managers, sales and marketing executives etc. to get their project approved and thereby have a dominant impact in their organisation's overall business performance.

This 3-day masterclass will provide participants a fruitful platform to have far more control over corporate budgets, reports, profits and expenditure. Participants will also gain skills to comprehend contents of financial statements, analyse and interpret financial information, effectively control costs of expenditure. This new found financial awareness on tools and terms will help engineers to effectively interact and co-work with finance managers, reduce costs and waste, plan ahead adequately and make wiser decisions that impact on corporate finance.

## WHO SHOULD ATTEND?

This practical course is targeted at engineers, sales and marketing executives, project managers and any staff who do not have formal training in financial management, but who require a better understanding of the concepts of cost management and financials. In addition, the related concepts of profits, assets, productivity and profitability will be addressed.

Targeted job roles are as follows:

Directors, General Managers, Chief Engineers, Engineers, Senior Managers, Managers, Trainee Engineers, Team Leaders and Heads of the following departments: Projects, Structural, Construction, Maintenance, Product Development, Technical, Process, Manufacturing, Operations, Quality Assurance, Research and Development, Special Projects, Factory / Plant, Facilities.

- Manufacturing
- Electric and Electronic
- Food and Beverage
- Fast Moving Consumer Goods (FMCG)
- Mining & Minerals
- Oil and Gas
- Petrochemical and Chemicals
- Construction & Engineering
- Automotive
- Information Technology (IT)
- Telecommunications
- Research and Development

## LEARNING OBJECTIVES:

- Understand how a business enterprise works from a financial perspective
- Learn how to control costs and manage assets
- Discover ways to improve investment returns by reducing waste and improving quality
- Learn to integrate technical and financial decision-making relevant to practising engineer

# INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

## WHY YOU SHOULD ATTEND?

This in-depth two-day Masterclass focuses on the application of IFRS to the extractive industries. It looks at the core IFRS standards, illustrating their application by reference to 'live examples' of IFRS published accounts and examines in depth those standards which specifically apply to mining, oil and gas activities and how they are being implemented by the sector.

## WHO SHOULD ATTEND?

This masterclass will be of particular benefit to all finance professionals involved in the preparation of financial statements under IFRS. Participants would be expected to have at least a basic knowledge of accounting standards but no previous experience with IFRS would be expected.

- Directors of Corporate Accounting
- Accountants and Auditors
- Chief Financial Officers
- Vice-Presidents and Directors of Finance
- Chartered Accountants
- Financial Analysts
- Financial Accounting and Reporting Managers
- Regulatory Compliance Officers

## LEARNING OBJECTIVES:

- Understand and apply the accounting and disclosure requirements of IFRS 6 Exploration for and Evaluation of Mineral Resources
- Develop an understanding of how to account for your property, plant and equipment under IFRS
- Learn how to account for Research and Development, depreciation and amortization rules
- Identify of some of the more specific tools needed to implement IFRS for mining companies
- Understand impairment of assets, financial instruments, business combinations and foreign exchange under IFRS
- Be informed on latest exposure drafts on derecognition and fair value measurement

# PRODUCT INNOVATIONS FOR BANKING AND FINANCIAL SERVICES

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## WHY YOU SHOULD ATTEND?

The entire banking and financial services industry is undergoing drastic change. Innovation in technology, increased regulations and expansion of digital channels have integrated to present a challenging time for the banking and finance industry. In this environment of change, companies will need to adapt to rapidly changing events on the ground or they will find themselves left behind in the increasingly niche market positions.

Tremendous innovation is happening across world. Whether it is the advent of the 'peer to peer' financial services, startups that use the power of 340 million tweets each day to predict movements in the stock market or designing wealth management platforms that are indistinguishable from social media, the nature of banks and financial services products are rapidly changing and evolving in profound ways that we are now only beginning to understand. There are additional challenges beyond simply introducing a competitive product to market. The requirements for innovation and due regard for customer experience means that now, more than ever, product development means developing an end-to-end customer experience, not just 'the product'. And the impact of new technologies, in particular social media and mobile technology, are profoundly redefining the form and function of financial services products, as well as redefining what it means to be truly innovative.

Salvo Global's 3-day masterclass considers product development for banking and financial services companies in the light of the increasingly disruptive forces that are reshaping the global financial services landscape. This course will help delegates adapt and tailor their product in this rapidly changing market. They will be capable of tackling the challenge of new technologies, economic uncertainties, increase of competition and demanding customers by introducing proven key product management concepts and strategies that can only be acquired by attending this masterclass.

## WHO SHOULD ATTEND?

Directors, Managers, Planners, Supervisors, Team Leaders, Controllers, Engineers, Analysts, Coordinators in:

- Product Development
- Product Marketing
- Pricing & Distribution Management
- SME Banking
- Consumer Marketing
- Retail Banking
- Islamic Banking
- Retail Credit
- Cards & Wealth Management
- Insurance Product Management
- Life Insurance Product

## LEARNING OBJECTIVES:

- Discover best practices in the product development process
- Analyze the design of the product development process and identify fundamental problems
- Understand the key skills required to be an effective financial services product developer
- Consider the importance of innovation in today's disrupted financial services and business environment
- Recognise the importance of incorporating an 'end to end' customer experience and the impact of the product life cycle when developing products
- Master examples of leading edge financial services products - fintech/insuretech - from around the globe
- Learn how to harness the principles and practices of risk management to improve your product development process and outcomes
- Comprehend the crucial role of the 'front end of innovation' as the starting point for bringing successful products to market
- Practice the innovations in financial services products with your fellow attendees

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# WORLD-CLASS RISK-BASED INTERNAL AUDIT

## WHY YOU SHOULD ATTEND?

Audit functions that are able to focus their efforts towards the significant risk in their organisations are able to concentrate their limited resources on the issues which drive business goals and aspirations. Furthermore, a participative approach whereby auditors and managers work together to identify, assess and control business risks significantly enhances the level of assurance and reduces the chances of nasty surprises. This course covers all the latest developments in the Internal Audit field, including auditing IT Governance, building a world class resource plan and delivering measurable added value. It will also cover the latest risk based audit techniques, including strategic audit planning and assurance mapping.

The role of today's Internal Auditor is evolving and changing rapidly from an independent, objective and assurance role into being a "trusted advisor and consultant role". The company key stakeholders consult with Internal Auditors to help them accomplish its business objectives by utilizing a systematic & disciplined approach to evaluate and improve the effectiveness of risk management, control & governance process. So, it is crucial that the Internal Auditors are equipped with the latest tools & strategies to be capable to understand and mitigate the threats of the 21st century.

Salvo Global's 3-day intensive Masterclass on "World-class Internal Audit" is designed to equip internal audit professionals with the latest industry best practices in managing the fast changing internal audit environment. They will learn the modern approach to audit and how internal audit can provide assurance on the effectiveness of risk management and control activity in organizations and determine opportunities and improvements that can benefit organizational performance.

## WHO SHOULD ATTEND?

This course is very relevant to CIO's, Directors, Head's, Vice President's, Chief's, Manager's responsible for:

- Internal Audit
- Internal Control
- IT/IS Audit
- Risk Management
- Corporate Governance
- Actuaries
- Finance

## LEARNING OBJECTIVES:

- Understand the evolving internal audit culture and its role with the increasing global economic crime
- Enhance your knowledge in cyber security and how to integrate it in your risk based audit framework
- Master the latest best practices, tools and techniques on Risk Based Internal Auditing
- Fully implement a risk-based audit approach
- Meet governance challenges
- Develop and carry out risk assessment and audit plans for the organisation
- Assist management to identify, mitigate and control of risks
- Determine clear audit priorities using a world-renowned strategic planning tool
- Plan risk based assignments efficiently and effectively
- Build a strong understanding in risk management frameworks

## WHY YOU SHOULD ATTEND?

Compliance is no longer a technical discipline that is focused just on complying with the narrow confines of the law. A compliance manager that remains focused on just the technical aspects of legal compliance is unlikely to gain influence in the Executive Suite or Boardroom. Compliance has moved firmly into the mainstream of governance and risk management. The influential Head of Compliance needs to be able to match their management skills and methods with those of their C level counterparts. If they do not present compliance as a broad management discipline, utilizing all the business, risk and project management skills, they are unlikely to be taken seriously.

Regulators and other stakeholders, such as credit and investment ratings agencies, are demanding to see that organizations have effective compliance risk management, effective compliance governance, and can demonstrate that they are driving a strong compliance culture across and deep into their structures.

Anyone who has some level of management or governance responsibilities for compliance should attend this leading edge masterclass.

## WHO SHOULD ATTEND?

This course is uniquely designed for professionals who handle and who are responsible for their organisations compliance management. These include, but not limited to:

- Compliance Officers & Managers
- Directors & Senior Managers
- Risk Managers
- Regulatory Officers and Specialist
- Auditors & Audit Managers
- Legal Advisers and Lawyers
- In-House Corporate Counsel
- Governance
- Internal Control

## LEARNING OBJECTIVES:

- Recognize how effective compliance can add value to an organization
- Acquire techniques on how to manage in a continuously changing regulatory environment
- Embrace the perspective of compliance as something more than just law
- Learn from global compliance events and how they are having impact
- Develop a risk aware compliance culture to minimize the likelihood of compliance issues and improve Buy-in
- Distinguish how to identify, promote and reward the behaviors required to achieve best practice compliance and improve Buy-In from related departments
- Implement an appropriate third-party due diligence procedures to mitigate bribery and corruption in the organization
- Understand how to implement a compliance framework and conduct major compliance projects
- Evolve from being technical compliance manager to C level compliance executive
- Discover how to enable effective governance of compliance including enabling your directors to provide appropriate governance oversight

# OPERATIONAL RISK MANAGEMENT IN BANKING AND FINANCIAL INSTITUTIONS

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## WHY YOU SHOULD ATTEND?

This course is designed to challenge existing methodologies for managing operational risk in order to help companies drive value out of their risk management activity. It challenges existing cultures that hamper risk management in the organization.

Delegates will understand the importance of robust risk management techniques, how to develop value-adding risk management reports and how to create practical Operational Risk Appetite and Key Risk Indicator Frameworks.

Salvo Global's 3- day masterclass on "Advanced Risk Operation in Banking and Financial Institutions" is designed to familiarize participants with the latest knowledge from the international regulatory community. After completing this course, participants will be equipped to develop strong cultures that will support risk management. They will understand the direction of regulatory thinking and will be able to ensure that risk management adds value and contributes to the achievement of a company's strategic objectives.

## WHO SHOULD ATTEND?

This course is a must for anyone working in a second line of defence role within financial service companies including:

- Head, Operational Risk Management
- Chief Risk Officer
- Senior AVP, Process Operational Risk
- Head, Compliance
- Fraud Managers
- Head, Finance
- Head, Operations
- Head, Compliance
- Head, Legal

## LEARNING OBJECTIVES:

- Enhance knowledge about the latest regulatory expectations being driven by the Bank for International Settlements
- Learn how to create an effective culture to promote good risk management
- Ensure that the company is driving value out of its risk management activities, and not treat it as a "box-ticking" exercise
- Improve the use of basic Operational Risk Management (ORM) tools such as Risk Assessments, Event and Loss Data Management, and Issues & Action Plan Management
- Acquire practical insights on how to build and develop a robust Risk Appetite and Key Risk Indicator framework
- Create value adding Operational Risk Management (ORM) reports
- Incorporate the latest concepts of Operational Risk Management (ORM) to mitigate insolvency

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# WORLD-CLASS TREASURY MANAGEMENT

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## WHY YOU SHOULD ATTEND?

Treasury's world is growing increasingly more complex. Never has it been more important for companies to control cash, working capital and risk on a global basis. Over and above the mandate to excel in these traditional roles, Treasury is called upon to be more strategic in its activities and to develop a solid business partner relationship across the complex.

Company Boards and Senior Management are demanding improved visibility and control over risk, optimization of cash and working capital to reduce requirements for external funding and lower cost of operation.

Treasury departments are challenged to operate efficiently in a global market place in order to support the competitive position of their companies. Banks are being pressured to advise their commercial customers Best Practices in the management of risk and global cash.

This 3 day interactive workshop is designed for two audiences with congruent learning objectives: Using case study methodology, computer simulations and worked examples to illustrate key points, the attendees will learn how to apply Best Practice tools and techniques in all areas of global Treasury management in order to improve control, optimize asset utilization, reduce cost and better leverage staff.

- The workshop is designed to provide Corporate Treasury, Accounting and Finance professionals with current, practical knowledge of the essential elements of Treasury management in a best practice environment. They will learn practical ideas on how to transform their Treasury into a world class operation that operates with better control, improved efficiency at a reduced cost
- The workshop will also provide commercial bankers in Treasury sales, product development, internal operations and marketing with an in-depth understanding of their customer's world, Treasury Best Practice tools and techniques. They will learn how to walk the Treasury solution talk in order to better support client requirements

## WHO SHOULD ATTEND?

CFOs, MDs, Treasurers, Assistant Treasurers, Director of Treasury, VP Finance, Directors, Bankers and Senior Managers responsible for:

- Corporate Treasury
- Cash Management/Liquidity Management
- Foreign Exchange/Interest Rate Risk
- Risk Management/Group Risk Management
- Asset Liability Management
- Working Capital Management
- Bank Product Development
- Bank Sales of Treasury products
- Investment/Debt
- Internal Audit, Finance and Accounting
- Corporate Planning / Internal Controls /
- Regulatory & Compliance

## LEARNING OBJECTIVES:

- Utilize Treasury value metrics for improved control and results in treasury operations
- Optimize the accuracy of cash forecasts
- Improve visibility, control and optimization of global cash
- Integrate the management of global cash, cash forecasts and working capital
- Develop visibility and control over foreign exchange and interest rate exposure
- Optimize working capital and balance sheet management
- Learn and apply the latest treasury organization models, benchmarking and KPI's
- Utilize treasury value metrics for improved controls and results
- Apply strategies in reducing cost of operations and impact of inflation
- Deploy VaR techniques in the management of portfolios
- Discover and improve utilization of treasury technology
- Safely hedge against foreign currency and interest rates exposure

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# WORLD-CLASS FINANCIAL MODELLING AND BUSINESS ANALYSIS

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## WHY YOU SHOULD ATTEND?

In today's dynamic business environment, being able to model and forecast the volatile economic data accurately is a critical skillset for business professionals. It is not sufficient to have average knowledge from what you learn in finance and accounting degrees in order to remain ahead of your competition. To excel in their role as a corporate finance professional, one must have the ability to incorporate all of the "unknown" scenarios and stress any financial models to its limits.

Financial modelling involves creating and developing a dynamic spreadsheet that distinguishes a financial structure. A financial model that is well structured can facilitate and enhance the reliability, quality of the decision-making process. Modelling techniques are crucial and widely utilized in many different areas such as capital planning, budgeting, financial analysis, and forecasting.

Too often, finance courses stop making a connection between textbook finance and the problems of realworld business.

Salvo Global 3-day program is designed for senior level Financial Planning and Analysis (FP&A) professionals who want to build more powerful and accurate financial models. Through this program, you will build robust financial models, learn tips and tools, analyse the results, and learn how to communicate key data to decision makers in your organization. You will also discover how to create forecasting models that steer you to fasttrack and improve business decisions making process. Led by Daniel Feiman, a highly-acclaimed leader in these areas, Daniel will show you advanced Excel modelling techniques such as simulation add-ins and offer you a range of practical techniques from analysing financial data, predicting revenues and costs, assessing risks to justifying critical business decisions. He will also show you how to create your own model from real-world examples.

## WHO SHOULD ATTEND?

This masterclass is designed for financial professionals, CEOs, CFOs, VPs, MDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:

- Chief Finance Officer
- EVP/ SVP/ VP of Finance Cash
- Management / Liquidity Management
- Chief Business Analyst
- Global/Regional/ Financial Controller
- Senior Accounting Manager/ Accountants
- Senior Financial Planning& Analysis Manager
- Senior Financial Analyst/ Financial Modelers
- Senior Business Performance Manager/ Analyst
- Senior Finance Manager
- Business & Finance Analysts
- Investment Managers/Analysts
- Project Managers
- Project Accountants
- Investment & Corporate Bankers

## LEARNING OBJECTIVES:

- Create effective financial models that meet your business needs
- Quantify the uncertainty inherent in forecasting models with various risk analysis techniques
- Make better, more profitable business decisions using advanced financial modelling methods
- Evaluate patterns in your historical data
- Identify and utilize key business drivers and integrate them into your forecast
- Effectively communicate the results of your models to team members and senior management
- Determine how to integrate & align your financial models with business strategy
- Master how to incorporate imprecise data properly and allow for uncertainties in model assumptions and variables
- Understand and utilize spreadsheet modelling best practices to create better financial models
- Examine alternative financial modelling approaches, when to use these and how to make the best decisions
- Gain the confidence that comes from knowing that your financial models are more robust, accurate and reliable

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# ADVANCED FINANCIAL MODELLING AND RISK MANAGEMENT USING EXCEL

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## WHY YOU SHOULD ATTEND?

This seminar focuses on best practices and is based in case studies and real-life examples, using a highly effective hands-on intuitive training approach. It is designed for professionals who need to build flexible and transparent spreadsheet models by learning and applying industry best practices. Participants follow the instructor, while building their own financial models on their own laptop computers; in this way they immediately practice what they have been taught.

Participants will also cover how to build models accurately and efficiently through a series of best practice modelling rules, how to stress-test the assumptions used, to check their work efficiently and to document it.

## WHO SHOULD ATTEND?

This masterclass is designed for financial professionals, CEOs, CFOs, VPs, MDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:

- Business & Financial Analysts
- Investment & Corporate Bankers
- CFOs & Finance Managers
- Risk Managers and Portfolio Managers
- Financial Controllers and Accountants
- MBA's and Business Undergraduates
- Anyone seeking to improve their financial and valuation modeling skill set
- Industry Consultants
- Project Managers and Risk Analysts
- Corporate Finance and Business Development Professionals
- Finance & Accounting staff
- Heads of Business Units & Business Planners

## LEARNING OBJECTIVES:

- Understand essential steps in designing simple, yet powerful financial models and cope with well-known model complexities by applying best practice modelling principles and techniques
- Apply core and advanced spreadsheet functions and techniques to construct effective models
- Master the development of models for project appraisal and decision making
- Learn to create and compare alternative scenarios – base case, best case, worst case
- Learn and practice the main principles and techniques in quantitative risk analysis
- Identify the importance of uncertainty for model building and decision making and LEARN how to select distributions and incorporate uncertainty in a financial model
- Apply and interpret Monte Carlo simulation results and learn how to combine optimization and simulation

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## WHY YOU SHOULD ATTEND?

Operations management is an area of business concerned with the production of goods and services and involves the responsibility of ensuring that business operations are efficient in terms of using as little resource as needed and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of materials, labour and energy) into outputs (in the form of goods and services)

To perform this function effectively, Operations Managers have a number of responsibilities, for examples:

- Aligning the operation's strategy to the company strategy – developing a clear vision of how the operations should support the company's long-term objectives; it also means translating goals into implications for performance objectives in terms of quality, speed, dependability, flexibility and cost
- Deploying the operations strategy – operations management is often characterised by the need to make decisions both frequently and quickly, so it is necessary to have a framework to guide decision making; that is the role of operations strategy
- Designing the company's services and processes – in the service sector the product is often a process, the design of which, often, falls into the domain of operations management. In manufacturing sectors processes are designed to prepare a product for market.
- Planning and controlling the operation – is the activity of deciding what the operation's resources should be doing, then making sure they do it and as efficiently as possible.
- Improving the performance of operations – continuous improvement is the responsibility of all operations managers with a focus on improving quality and reducing costs

The overall aim of this course is to provide delegates with insights into the role of an operations manager, allow delegates to explore key aspects of operations management and help them improve their impact as an operations manager.

## WHO SHOULD ATTEND?

This course is specially designed for professionals who are involved and manages operation, operational process and for those who want to acquire operational excellence for their organization:

- Operations Managers
- General Managers
- Managers, Team Leaders, Supervisors
- CEO, COO, SVP's, VP's
- Finance Managers
- HR Managers
- Business Managers
- Sales Managers
- Marketing Managers
- Maintenance Managers
- Engineering Managers
- Heads of Departments

It is not only operations managers or factory managers who run operations, all managers in all sectors run some form of operation. For example: Finance Department manages invoice processing and other financial transactions, HR manages the recruitment process and, if you are responsible for the management of processes then you are an operations manager. This course, then is designed for senior managers, middle managers, first line managers and supervisors in all sectors of the economy.

## LEARNING OBJECTIVES:

- Explain the purpose of operations management and how to align operations management strategies with organization's strategy (operational excellence)
- Outline the approach for aligning the operation to meet the needs and expectations of the customer both internal and external (service excellence)
- Demonstrate the ability to use a number of tools and techniques to improve the performance of key business processes (process excellence)
- Identify the roles and responsibilities of operations managers in different organisational contexts
- Describe several approaches to improve the effectiveness of operations management (performance excellence)
- Outline alternative organisational structures to deliver improved customer service while delivering greater efficiency (organizational excellence)
- Discover and understand the nature and best practices of operation management
- Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organisation

# WORLD-CLASS OPERATIONS PLANNING AND CONTROL

## WHY YOU SHOULD ATTEND?

The physical design of an operation should provide the fixed resources which are capable of satisfying the aggregate demands of the market. Operations planning & control is concerned with the operating organizational resources on a day-to-day basis to ensure the availability of materials, plant, machinery, labor, and other variable resources in order to supply the goods and services which fulfill the variable demands of customers.

Using a structured and systematic approach, Salvo's online masterclass will enable participants to turn strategic goals into specific sequenced activities. Participants will learn how to allocate appropriate resources and how to budget and allocate time for these activities. In developing your operational plan, participants will learn how to identify the risks associated with the plan and develop comprehensive contingency plans.

## WHO SHOULD ATTEND?

This course is specially designed for professionals who are involved and manages operation, operational process and for those who want to acquire operational excellence for their organisation:

- Operations Managers
- Planning Managers
- General Managers
- Managers, Team Leaders, Supervisors
- CEO, COO, SVP's, VPs
- Finance Managers
- HR Managers
- Business Managers
- Sales Managers
- Marketing Managers
- Maintenance Managers
- Engineering Managers
- Heads of Departments

It is not only Operations managers or factory managers who run Operations, all managers in all sectors run some form of operation for example: Finance Departments Managers- invoice processing and other financial transactions, HR Managers - the recruitment process, and if you are responsible for the management of processes then you are an Operations Manager. This course, then is designed for senior managers, middle managers, first line managers and supervisors in all sectors of the economy.

## LEARNING OBJECTIVES:

- Learn key concepts and skills required to develop and implement an effective operational plan that can support and achieve the strategic objective of your organization
- Understand the nature and purpose of operations planning & control
- Analyse different approaches to capacity planning and control
- Plan effective approaches to optimizing inventory
- Describe how to organise an effective supply chain and network
- Identify Risk and develop contingency plans
- Monitor the performance aspect of the plan

# TECHNICAL TALENT MANAGEMENT & SUCCESSION PLANNING

## WHY YOU SHOULD ATTEND?

Based on extensive research, it is apparent that hiring a person who has the skills, knowledge and experience but lacking the necessary behaviours is actually less desirable than hire for fit to the behaviours and train for skill and knowledge. This is because people are hired for their skills and knowledge, promoted for their results and fired for their behaviour. Yet most hiring managers focus on education and experience only to find a misfit. Though behavioural competencies have gained significant acceptance, many organizations are receptive to opt for the quick fix of 'benchmarked' behavioural competency models only to find that they do not work effectively for their own organisation.

This intensive 3 days Master-class takes on an exploratory and investigative approach to developing an organization- specific competency model that will assist decision makers with talent management, performance management, selection and recruitment, training and development, performing needs analysis, succession planning and career transition.

## WHO SHOULD ATTEND?

This Program is for line managers, middle management and senior level executives who aspire to become a transformational leader or change manager. These target audience will also target those that wish to attract, develop or retain transformational leaders. The job titles will include Team Leaders, Superintendents, Managers, Senior Managers, Vice Presidents, Directors, General Managers, Chief Department Heads and Chief Executives of:

- Talent management
- Human Resource Management
- Training/ Learning & Development
- Recruitment and Selection
- Employee Assessment
- Performance Management
- Leadership development
- Business Unit
- Organizational Management/Improvement
- HR Analytics
- Career Succession/ Succession Planning/ Career Transition

## LEARNING OBJECTIVES:

- Differentiate between outcomes, job description and behavioural statements
- Ascertain the keys to effective structured behavioural interviewing and why most behavioural interviewing fails
- Distinguish the differences in assessing behaviour when conducting interviews, performance management and succession planning
- Utilize your corporate values as your employee brand and incorporate that knowledge into recruitment and your EVP
- Devise IDPs that enable employees to have a pathway to learn to demonstrate the desired behaviour(s) more consistently
- Distinguish between high performers, high potential and promotable based on behavioural criteria
- Evaluate externally developed competency models versus company specific internally validated models
- Identify criteria for effective implementation of 360° feedback and how to set up a successful multi-source assessment

## WHY YOU SHOULD ATTEND?

Dramatic and significant improvement can best sum up what this international program can offer. This innovative and engaging program will focus on what's new and what will produce a high level of results in any organization and prepare you for the massive impact of change driven by new techniques and artificial intelligence.

Salvo Global's course will provide latest techniques and case studies and will also show how you can maximize your Human Resource and make the organization very effective. The possible ROI after attending this program is immense and the skills and knowledge gained invaluable to any organization.

The wider picture will make sure you're using the latest formula's and techniques reinforced with current case studies will show how you can maximize your Human Resource and make your organization very effective. The possible ROI after attending this program is immense and the skills and knowledge gained invaluable to any organization.

Some interesting facts:

- 26% of the available work force world - wide will be generation Z at 2020
- From 2020 the world will see for the first time since 1760 declining numbers of people in employment – there is no prediction for this to be reversed
- Most companies are over currently over staffed, by as much as 30%
- Poor performers in some companies account for a staggering 22% of the workforce –would you like to know the cost to the organization?
- Artificial Intelligence in the work place is not for the future it's here now – it is estimated 87% of all HR activities can be done without any human intervention

## WHO SHOULD ATTEND?

This Program is for line managers, middle management and senior level executives with the responsibilities for Recruiting, Developing and Retaining Staff. The job titles will include Team Leaders, Superintendents, Managers, Senior Managers, Vice Presidents, Directors, General Managers, Chief Department Heads and Chief Executives of:

- Human Resources
- Talent Management
- Succession Planning
- Recruitment
- Staffing
- Retention
- Employee Relations
- Executive & Career Development
- HR Policy
- HR Planning & Development
- Training & Development
- Employee Performance Development
- Organizational Development
- Strategic Planning
- Competency Modelling

## LEARNING OBJECTIVES:

- Use a strategic template to organize New Workforce Planning objectives and outcomes
- Understand and be able to design structures in organizations using three templates
- How to show the financial value of talented people and their benefit to the organization
- Be able to master and implement a process to rightsize your organization to get the ideal number of employees for your organization
- Be able to show the financial value of a right sized organization
- Use and be able to show others how the use of differentiation to maximize retention and motivate high performers and how to create transparent bonus schemes
- Be able to understand how artificial Intelligence will change the world of work forever and what key process will be affected
- See the different approaches to organizational design are available and which will suit your organization best
- New approaches in Re engineering and A.I. will maximize employee efficiency – learn how to do it
- Understand three critical factors that will affect the world of work and how to get competitive advantage form them

# TALENT MANAGEMENT FOR EMPLOYEE ENGAGEMENT

## WHY YOU SHOULD ATTEND?

This web-based masterclass examines talent management in the tough times that result from the COVID 19 pandemic. In these times, the nature of talent—and of management—has been reshaped by the need for many workers to stay at home and the need for many managers to be separated physically from those they oversee. It calls for new skills from workers and new skills from managers to thrive in this new world of mandatory shutdowns, lockdowns, and limited travel internationally and domestically. It thus calls for new interpretations of what talent means and how to implement talent management by recruiting and selecting the best people, developing the best people, engaging and deploying the best people, and retaining the best people. The best people doing work-from-home may be quite different from those who thrive in the social settings of a bygone era because workers must have better technology skills if they are to work from home in isolation in ways quite different from the past.

## WHO SHOULD ATTEND?

This Program is for line managers, middle management and senior level executives with the responsibilities for Recruiting, Developing and Retaining Staff. The job titles includes:

- HR Managers
- HR Practitioners
- Training/talent/learning professionals
- OD practitioners
- Talent development practitioners
- Operating business line managers

## LEARNING OBJECTIVES:

- Define talent, talent management, and employee engagement
- Describe how to manage talent in tough times and during crises
- Review talent management in light of new labor market conditions
- Examine traditional talent management and how traditional views can be used as a launch point to create new approaches to talent management and engagement

## WHY YOU SHOULD ATTEND?

"People" are often called the greatest asset of any organisation. Senior HR executives around the globe realise that it is the human element that differentiates a good and great organisation. Despite all these realization, many organisations are still struggling to create a truly effective HR function and as a result, the business suffers.

This 2-day masterclass addresses how you can elevate a HR function from administrative to strategic. Also, it advocates for the HR executives to become the valued strategic partner and gain a respected "seat at the top-table" position in the organisation.

## WHO SHOULD ATTEND?

Executive Officers, Chiefs, Vice Presidents, General Managers, Directors, Heads, Managers, Supervisors, Consultants, Advisors, Coordinators, Analysts, Practitioners, Specialists and Professionals at all levels from the following business functions:

- Human Resources & Human Capital
- Talent Acquisition & Talent Management
- Performance Measurement & Management
- Recruitment & Retentions
- Change Management
- Training & Development
- Organisational Development
- Compensations & Rewards
- Employee Engagement & Communications
- Workforce/succession Planning & Sourcing
- Corporate Planning & Strategy Management
- Corporate & Business Balanced ScoreCards

This innovative and interactive masterclass is aimed at strategic HR professionals interested in gaining a thorough understanding of the HR scorecard and its successful implementation while aligning HR to the overall strategy of the organisation.

This masterclass will also be of interest to Innovation & Strategy management professionals who understand the importance of using the Balanced Scorecard to manage strategy execution and who face the challenges of successfully developing the "Learning and Growth" dimension on the Scorecard.

## LEARNING OBJECTIVES:

- Discover how to use the HR Scorecard, to create and strengthen a HR architecture that relentlessly emphasizes and reinforces the implementation of the firm's strategy
- Describe the value and role of the HR Scorecard and identify the difference between leading and lagging indicators as measures of HR effectiveness
- Discuss the components of the HR Scorecard and identify key performance drivers and enablers that constitute the HR deliverables
- Develop practical measures on people management, for use throughout the organisation, and ensure that your people management strategies are cost effective and creating value
- Design and develop a Balanced Scorecard to measure the performance of your HR functions based on a clear understanding of organisational strategy and the capabilities and behaviors of the workforce required implementing that strategy

## WHY YOU SHOULD ATTEND?

In response to the economic downturn and the turbulent economic climate that has followed it, training and development is an area in which organizations have made deep cuts. Training is often viewed as a “discretionary expense” with little bottom-line impact. This highly interactive workshop will give training executives, directors and managers the tools and strategies to demonstrate their value to the organization and improve the impact of their training.

If you are going to do something, then; why not be the best? This simple philosophy is how this workshop has been constructed. Good trainers are a massive asset to any company and will always add value by creating a massive and measurable ROI on their contribution to the business. This virtual program covers all the requirements for a trainer to put together master and deliver to an international standard – during the program they will assemble all the slides and see the fast way to produce appropriate documentation. The entire program is very practical and run by a world acknowledged International master trainer.

## WHO SHOULD ATTEND?

This Program is for line managers, middle management and senior level executives with the responsibilities for Recruiting, Developing and Retaining Staff. The job titles will include Team Leaders, Superintendents, Managers, Senior Managers, Vice Presidents, Directors, General Managers, Chief Department Heads and Chief Executives of:

- HR Training
- Department Heads
- Talent Management
- Succession Planning
- Recruitment
- Staffing
- Retention
- Employee Relations
- Executive & Career Development
- HR Policy
- HR Planning & Development
- Training & Development
- Employee Performance Development
- Organizational Development
- Competency Modelling

## LEARNING OBJECTIVES:

- Analyze and know your preferred learning style using the learning styles instrument – essential for adult development programs (provided on this program)
- Know how to deliver and demonstrate the correct training for competence & performance
- Learn and be able to explain to others how to do TNA for competence-based training, in house and external providers
- Discover how to write, comprehend and utilize outcome-learning objectives using Blooms descriptors to get best results.
- Write and be able to show others visual and physical training aids and be able to construct training manuals.
- Deliver your own and prewritten materials following an approved process, be able to use learning devices that will specifically aid adult learning
- Practice, demonstrate your new skills in a friendly and supportive environment and implement the process immediately at work
- Learn how to identify participant learning styles and tailor content to meet their needs
- Design effective training with a rapid instructional design process



# NEXT GENERATION HR PERFORMANCE MANAGEMENT

## WHY YOU SHOULD ATTEND?

Performance management, like so many other HR practices, has been revolutionized by the necessity of working from home, prompted by the global pandemic. Managers must learn how to help workers plan performance, monitor performance, and evaluate performance as people work at a distance.

Salvo Global's online masterclass offers the practical tools and methodologies needed to institutionalize performance management in your organizations and drive real change. The program looks at both corporate and business unit performance as well as employee performance, and ensures the linkage and alignment between all. Moreover, upcoming trends from cutting edge organizations around the world will be delved into. World class methodologies, scorecards, templates, and tools will be delivered to ensure participants make real change happen in their organizations.

## WHO SHOULD ATTEND?

This Program is for line managers, middle management and senior level executives with the responsibilities for Recruiting, Developing and Retaining Staff. The job titles will include Team Leaders, Superintendents, Managers, Senior Managers, Vice Presidents, Directors, General Managers, Chief Department Heads and Chief Executives of:

- Human Resources
- Talent Management
- Succession Planning
- Recruitment
- Staffing
- Retention
- Employee Relations
- Executive & Career Development
- HR Policy
- HR Planning & Development
- Training & Development
- Employee Performance Development
- Organizational Development
- Strategic Planning
- Competency Modelling

## LEARNING OBJECTIVES:

- Develop performance scorecards at corporate, business unit, and employee levels
- Link and align strategy to performance
- Align employee performance to organization vision
- Review best practice models, methodologies and toolboxes for performance management
- Learn how to best implement a performance management program and manage the change
- Discover new Performance Management techniques in a Remote/Work from home context
- Be mentored by an HR and performance management guru

## WHY YOU SHOULD ATTEND?

There is no doubt that employee training has been an increasing priority in recent years. This trend is as simple as “giving the people what they want; in a 2018 LinkedIn survey, 94% of employees indicated that they would stay at a company longer if it invested in helping them learn. Given that this survey was taken before the COVID-19 pandemic and that it focused on job-related training, a question arises: What, if any, changes in training should employers undertake now?

All studies show that skills are becoming obsolete faster and faster. The majority of employees will be forced to update or profoundly renew their skills and know-how in the coming years.

Technological developments, particularly automation and digitalization, will drastically transform tomorrow's businesses. This evolution raises many questions for organizations, whatever their sector. They are already having to cope with skills shortages in a context of “talent war”.

Salvo Global's online course offers you concrete answers to this major issue and action levers to develop and maintain your capital of skills and talents.

## WHO SHOULD ATTEND?

This Program is for line managers, middle management and senior level executives with the responsibilities for Recruiting, Training, Developing and Retaining Staff. The job titles will include Team Leaders, Superintendents, Managers, Senior Managers, Vice Presidents, Directors, General Managers, Chief Department Heads and Chief Executives of:

- Human Resources
- HR Training & Development
- Talent Management
- Succession Planning
- Recruitment
- Staffing
- Retention
- Employee Relations Executive & Career Development
- HR Planning & Development
- Employee Performance Development
- Organizational Development
- Department Heads

## LEARNING OBJECTIVES:

- Ensure alignment of the training strategy with the talent management strategy and more broadly the company's strategy.
- Define an optimal organization of the learning and development function
- Analyze the training needs and develop the specifications of the system
- Integrate innovative solutions into the pedagogical offer
- Pilot training projects (internal or external) with high quality standards.
- Ensure the continuous improvement of the learning and development function

# ADVANCED INVENTORY AND WAREHOUSE MANAGEMENT

## WHY YOU SHOULD ATTEND?

It's tough to be in business today. Most organizations face more competition than ever before. They have fewer profit dollars to invest in people, facilities, equipment and inventory. At the same time, customers are more demanding. They require better product availability, want lower prices and often request additional value-added services.

It is imperative for organizations to maximize the productivity and profitability in their investment in stock inventory. In addition, they must learn how to best cooperate and coordinate with other members of their supply chain to ensure that customers' expectations are met (or hopefully exceeded) while maximizing all of the partners' net profits.

Salvo Global's 3-day comprehensive Master class on "Advanced Inventory and Warehouse management" is designed for you to assess your current inventory planning and warehousing operations, identify opportunities for improvement, and develop an action plan to implement a complete set of best practices. During the workshop, we will demonstrate "best practice" techniques using spreadsheet tools that you will receive to use after the session with your own data. You will also create a policies and procedures guide that will allow your organization to not only achieve your immediate goals, but ensure that you continue to maximize the productivity and efficiency of inventory-related operations.

For this master class, we will utilize the database from actual EIM clients, as well as forecasting and analysis spreadsheets developed by EIM to conduct "what-if" scenarios to illustrate the concepts and principles presented. As a bonus, delegates will receive a set of the spreadsheets used in the seminar along with detailed instructions so they can perform this analysis on their own inventory data. Best of all, as we proceed through the session, you will be able to develop step-by-step instructions necessary to develop and maintain an effective inventory program for your company.

## WHO SHOULD ATTEND?

This course is uniquely designed for professionals who handle and who are responsible for their organisations compliance management. These include, but not limited to:

- Inventory Planning/ Management/ Control
- Demand Planning
- Supply Chain Management
- Logistics & Distribution
- Warehousing
- Materials Planning/ Management
- Maintenance, Repair & Operations
- Spare Parts Management
- Procurement/ Sourcing
- Stock Control
- Sales & Marketing
- Finance & Accounting

## LEARNING OBJECTIVES:

- Achieve total inventory control and always have the right item and amount at the right location to maximise productivity, customer service and profitability
- Explore patterns of usage and critical factors for accurate forecast and demand
- Determine what effective warehouse procedures and technology will be cost-effective for your organization
- Develop and set effective benchmarks and KPIs to manage employees and 3PLs' performance
- Master and implement a sound demand planning program and effective replenishment strategies
- Attain lean and sustainable inventory investment strategies through elimination of dead, excess and slow-moving inventories
- Organize warehouse effectively to minimise lead time, cost of filing and stock shrinkage
- Increase awareness within employees on the true, full cost of inventory and effects of bad practices to motivate them in protecting inventory investments
- Understand and implement essential tools for managing warehouses and inventories in the supply chain

# PROCUREMENT NEGOTIATIONS AND SUPPLIER RELATIONSHIP MANAGEMENT

## WHY YOU SHOULD ATTEND?

Many organizations are becoming aware that the Procurement function is no longer just an operational cost centre but one of strategic importance to their supply chain. According to ISM – The Institute for Supply Management, every 1% that you reduce costs equates to 5% in additional sales. Similarly, inefficiencies along the procurement process can cascade down the supply chain and adversely impact the bottomline.

As prices of commodities become more volatile, it is crucial for the Procurement professional to proactively assess and review how to plan and implement value-added procurement strategies, perform successful win-win negotiations without leaving money on the table, and develop effective and sustainable relationships with key suppliers.

Salvo Global's 3-day comprehensive Masterclass on "Value-Added Procurement, Negotiations & Supplier Relationship Management" explores the latest methodologies and practices such that your organization can move from simply a reactive, tactical (cost centre) department to a value-add, strategic (profit centre) function.

## WHO SHOULD ATTEND?

Directors, Heads, Managers, Officers & other Senior Executives from:

- Procurement
- Purchasing
- Sourcing
- Contracts
- Commercial
- Supply Chain
- Finance
- Projects
- Logistics

This 3-day Masterclass is suitable for Procurement professionals across all industries, especially: Mining, Oil & Gas/Petrochemicals/Chemicals, Healthcare & Pharmaceutical, Manufacturing, FMCG, Retail, Food & Beverage, Telecommunications, Banking & Finance, and Information Technology.

## LEARNING OBJECTIVES:

- Create a Strategic Supply Plan and an Operations Plan to implement it
- Engage essential stakeholders through Early Supplier Involvement & Early Procurement Involvement
- Establish an Ethics Policy for Procurement based on the Institute for Supply Management and the United Nations
- Implement the 9-Step Acquisition Process and develop three key documents: the requisition, the solicitation and the purchase order
- Create a Strategic Negotiations plan and customize negotiation strategies based on goods vs. services
- Apply the Total Cost of Ownership model to analyze prices/costs in negotiations
- Move from simply boilerplate (reactive language) to proactive language with "teeth," such as how to drive volume rebates and cost savings
- Understand and apply the underlying contract law, be it CISG, Shari'a or Unidroit
- Develop key supply and supplier strategies based on the Risk/Benefit Matrix
- Assess your Supply Base using a Supplier Evaluation and Audit Tool used in a Fortune 500 company

# PLANNING & OPTIMISATION FOR INVENTORY & WAREHOUSE

## WHY YOU SHOULD ATTEND?

In our dynamic and fast-changing environment, the only constant is the ever increasing competition and customer demand. Customers and businesses alike are impatient and expect products to be available immediately. With narrowing margins and profitability, maintaining a lean, agile and responsive supply chain is no longer a competitive advantage but a means for survival. It is indeed crucial for organisations today to achieve effective inventory planning, control and management. There is a need to "trim the fats" off excess inventories and maintain a minimal yet sustainable inventory investments without risking stock outs or production shut downs.

However, meeting this objective is often fraught with challenging practical issues. How can you measure and continuously improve the accuracy of your consensus demand planning? How do you formulate an effective replenishment strategy for thousands of items both sporadic and recurring? How do you effectively deal with supplier price breaks and promotions? How can you improve stock accuracy in the warehouse to reduce unplanned stock-outs while filling orders in the most cost-effective manner?

Salvo Global's 3-day comprehensive Masterclass on "Planning & Optimisation for Inventory & Warehouse" will allow delegates to achieve accurate planning, greater inventory control and supply chain visibility as well as maximised profitability and service level. Delegates will walk away not only with critical tools developed by our expert trainer but also a detailed and customised action plan for immediate implementation for their organisation!

## WHO SHOULD ATTEND?

This course is targeted at Directors, General Managers, Heads, Superintendents, Supervisors, Senior Controllers, and leaders of business units such as:

- Inventory Planning/ Management/ Control
- Demand Planning
- Supply Chain Management
- Logistics & Distribution
- Warehousing
- Materials Planning/ Management
- Maintenance, Repair & Operations
- Spare Parts Management
- Procurement/ Sourcing
- Stock Control
- Sales & Marketing
- Finance & Accounting

From the following sectors, including but not limited to:

- Manufacturing
- FMCG
- Retail
- Mining
- Oil & Gas
- Utilities
- Construction
- Electronics
- Pharmaceutical
- Automotive
- Telecommunications
- Government

And anyone else looking to reduce their inventory costs while maintaining or improving their service level!

## LEARNING OBJECTIVES:

- Achieve lean and sustainable inventory investment strategies through elimination of dead, excess and slow moving inventories.
- Explore patterns of usage and critical factors for accurate forecast of demand.
- Develop and Implement a sound demand planning program and effective replenishment strategies.
- Achieve total inventory control and always have the right item and amount at the right location to maximise customer service, productivity and profitability.
- Organise warehouse effectively to minimise lead time, cost of filling and stock shrinkage.
- Increase employee's awareness on true full cost of inventory and bad practices to motivate them in protecting inventory investment.
- Set effective benchmark and KPIs to better manage employees and 3PLs performance.

# PROACTIVE SUPPLY CHAIN RISK MANAGEMENT

## WHY YOU SHOULD ATTEND?

Risk management within supply chains is one of the most significant challenges facing every organisation since all organisations are usually members of at least one or more supply chains. As Western Africa undergoes fast growth and rapid economic development, the supply chain management function often suffers from risks such as lack of financial resources, currency risks, long lead times and delays, quality risks, and security risks. In view of these, it is no longer sufficient to merely react to supply chain disruptions. Instead, organisations need to adopt a proactive approach towards managing these risks in order to reap competitive advantage through their supply chains.

Salvo Global's 3-day intensive Masterclass on "Proactive Supply Chain Risk Management" will allow delegates to understand and minimise the risk factors present throughout the entire supply chain – from the initial supplier to the ultimate customer based on key factoids, case study application and best-practice tools used in industry. Delegates will adopt proven strategies to analyse and mitigate end-to-end supply chain risks to capture value, reduce vulnerability and ensure continuity for 2020 & beyond!

## WHO SHOULD ATTEND?

Directors, Heads, Managers, Officers & other Senior Executives from:

- Supply Chain
- Procurement
- Purchasing
- Sourcing
- Logistics
- Inventory Management
- Risk Management
- Contracts
- Warehousing
- Finance
- Sales & Marketing

This Masterclass is suitable for professionals involved in supply chain risk management across all industries, especially:

- Oil & Gas/Petrochemicals/Chemicals
- Food & Beverage
- Logistics & Transportation
- Healthcare &
- Pharmaceuticals
- Manufacturing
- Infrastructure & Construction
- FMCG
- Telecommunications
- Ports & Maritime
- Power & Utilities
- Consultancy Services
- Banking & Finance
- Retail
- Information Technology
- Mining
- Government

## LEARNING OBJECTIVES:

- Assess and position supply chain risk issues using an end-to-end perspective from the initial supplier through to the ultimate end customer.
- Leverage on the latest ICT developments to digitise your supply chain for improved information flow and collaborations, including how to make your supply chain more customer-centric.
- Negotiate with suppliers using the Supply Chain Risk Continuum to mitigate negative impacts of operational disturbance, tactical disruption and strategic uncertainty.
- Examine a risk analysis framework for identifying and managing risks relating to imports, which is also applicable to local sourcing.
- Develop and evaluate your supply base with the Transaction Cost-Based Framework (TCF) and the Supplier Risk Profile.
- Understand and manage the financial ramifications of risk including currency fluctuations, payment terms and supplier collusion.
- Implement Business Continuity Management (BCM) to deal with the trade-offs between cost, quality, lean practices and supply chain risk.
- Build strong competencies in Supplier Relationship Management (SRM) to reduce risk through strategic vendor development and sourcing strategies.
- Perform effective budgeting with Total Cost of Ownership (TCO) models to minimise risk.
- Apply best practices in Inventory Management to address risk factors such as long lead time and variability of supply and demand.

# FIRE, EXPLOSION HAZARD AND EMERGENCY RESPONSE MANAGEMENT

## WHY YOU SHOULD ATTEND?

Industrial fires are one of the foremost threats to the people and property of any organization. Injuries, deaths and loss of business result from fires each year. It is estimated that 45% of businesses never re-open after a minor fire. Such losses are avoidable by applying effective fire prevention controls and being prepared for emergencies. Good management practices require the development and implementation of policies and procedures to protect employees and property by preventing and/or controlling fires and preparing for emergencies.

Salvo Global's 3-day comprehensive Masterclass on "Fire/Explosion Hazard & Emergency Response Management" will enable Health & Safety professionals to put in place and evaluate their fire prevention controls and emergency preparedness in the event of a fire. Refineries, petrochemical, manufacturing facilities, mining and drilling operations will find the information and tools presented useful in developing fire prevention and emergency preparedness programs.

## WHO SHOULD ATTEND?

Chiefs, General Managers, Managers, Heads, Superintendents/Supervisors, & leaders of business units such as:

- Fire Safety
- Health, Safety & Environment (HSE)
- SHE/SHEQ
- Process Safety
- Risk & Assurance
- Production
- Ventilation
- Loss Prevention
- Emergency Services/Emergency Response

And anyone else looking to improve their fire/explosion hazard and emergency response management practices within their work sites/plant facilities. This course is targeted at all industries, and is particularly relevant to: Oil & Gas (both upstream and downstream), Petrochemicals, Ports, Terminals, Chemicals, Utilities, Mining, Manufacturing, Pharmaceutical

## LEARNING OBJECTIVES:

- Understand the causes and conditions underlying different types of fires, including thermodynamic and physical causes and conditions leading to fire/explosion hazards
- Assess the flammability hazards related to gases and vapors, including underground gases such as methane
- Put in place the associated preventive measures and fire protection controls for the hazards identified
- Apply appropriate methods to detect, prevent, and protect against combustible dust explosions, including coal dust
- Adopt best practices in fire safety management to tackle common challenges such as confined spaces and losses of containment
- Evaluate your current Emergency Response Management programme and identify areas for improvement
- Gain extensive technical information to perform effective safety audits and fire investigations

## WHY YOU SHOULD ATTEND?

Many organizations across all industries are concerned with why safety incidents of varying severities continue to occur. The more pressing concern is what can be done about them. This workshop is intended to help organization managers and HSE leaders to identify and mitigate potential high consequence vulnerabilities to reduce the site's risk profile, by using HAZOP, management of Change, Incident Investigations, and other frameworks included in the Process Safety Management regulations. This 3-day masterclass provides an in-depth study of the most significant Process Safety Management (PSM) elements. It is intended to help Health, Safety and Environment (HSE) leaders to identify and mitigate potential high consequence vulnerabilities to reduce the site's risk profile using the structured framework of the Process Safety Management Regulation. Group exercises are designed to take advantage of group think and brainstorming, to help develop solutions and techniques that participants can take back home to solve some of their current challenges.

## WHO SHOULD ATTEND?

The 3-day masterclass will prove useful to attendees wanting to become familiar with identify and mitigate potential high consequence vulnerabilities to reduce the site's risk profile. The course is appropriate for individuals working in either a technical or non-technical role of refining biotech, chemicals, energy and manufacturing industries, including the following:

- Compliance
- Drilling
- Environmental
- Maintenance
- Mechanical
- Operations
- Process
- Project
- PSM Implementation
- Safety
- Service
- Tooling

## LEARNING OBJECTIVES:

- Understand the elements of the OSHA Process Safety Management regulations and its use as a tool to improve safety performance
- Review some of the most significant industrial accidents and understand how the learning is applicable today
- Explore how organizational culture contributes to safety performance
- Understand how performance measurements can help or hinder
- Review facts and perceptions about human errors and safety performance
- Learn methodologies and frameworks for identifying major risks at your site
- Recognize techniques for investigating incidents at your site
- Review requirements and means for monitoring information on the hazards, equipment and technology of the process
- Explore the importance of maintaining integrity of instruments, control systems, mechanical equipment, and electrical devices
- Learn tool and methodologies to take back to your site and improve process safety performance





# REQUEST AN EVENT

## CONTACT US

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COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TEL : \_\_\_\_\_

FAX : \_\_\_\_\_

## REQUESTED EVENTS (check when applicable)

EVENT NAME : \_\_\_\_\_ DATE : \_\_\_\_\_ VENUE : \_\_\_\_\_

### PROPOSED DELEGATES

NAME : _____	NAME : _____	NAME : _____	NAME : _____
EMAIL : _____	EMAIL : _____	EMAIL : _____	EMAIL : _____

EVENT NAME : \_\_\_\_\_ DATE : \_\_\_\_\_ VENUE : \_\_\_\_\_

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### PROPOSED DELEGATES

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### AUTHORISATION (REGISTRATION NOT VALID WITHOUT AUTHORISATION)

NAME : \_\_\_\_\_

DESIGNATION : \_\_\_\_\_

TEL : \_\_\_\_\_

EMAIL : \_\_\_\_\_

SIGN : \_\_\_\_\_

DATE : \_\_\_\_\_