

TRAINING CATALOG

OUR PROGRAMME COVERAGE INCLUDE THE FOLLOWING GENRES:

- ENGINEERING & MAINTENANCE
- OIL & GAS
- PROJECT MANAGEMENT
- MANAGEMENT / PROCESS IMPROVEMENT
- CORPORATE FINANCE
- HUMAN CAPITAL
- PROCUREMENT & SUPPLY CHAIN
- HEALTH, SAFETY & THE ENVIRONMENT
- CYBERSECURITY

Who We Are

Since its founding in Singapore in 2005, SALVO GLOBAL has become the backbone of corporate events providing quality courses and training tailored to corporate goals and needs.

We operate according to B2B (business-to-business) standards tailored to the needs of multinational executives, publicly traded companies in various industries, and government agencies. Our team provides comprehensive strategic event management that is conceptualized and produced by in-house experts for online workshops, conferences, summits, and training masterclasses.

Over the years, we have built an extensive network of industry experts, trainers, speakers, and subject matter experts to meet the dynamic needs of our clients.

OUR SERVICES

Salvo Global programs are designed to promote networking, benchmarking, business, and learning opportunities to give organizations and their people the edge for continual development for optimal success in the business.

ONLINE WORKSHOPS

The transition to digital events enabled ubiquitous training programs and online workshops, allowing participants to learn independently at their own pace for convenience and flexible access. Online workshops reach a larger audience around the world and encourage the support of accessible professionals with cost-effective, more measurable results, collaboration, and community building.

SENIOR EXECUTIVE MASTERCLASSES

Senior Executive Masterclasses are made possible by independent global consultants with years of experience in their respective areas of interest. A masterclass is known for its excellent delivery and quality of service of program content. Through in-depth discussions of case studies and results-oriented exercises, we provide representatives with theoretical and practical perspectives on the subject.

GLOBAL CONFERENCES & SUMMITS

Conferences and summits are premier events commissioned by major industry players and thinkers as catalysts for change. They introduce the coveted issues faced by top-level leaders and provide a wealth of learning experience, analysis, and adaptive behavior implementations from key experts in the field.

IN-HOUSE TRAINING & CORPORATE PARTNERSHIPS

IHTs are bespoke evaluation-focused programs designed to meet the specific needs of organizations. Facilitated by global experts, these programs tackle both the technical and people-related aspects to better equip organizations with relevant skills and knowledge, ultimately strengthening their overall development.

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.

Our large-scale conferences highlight the latest business progressions while providing invaluable insights and experiences from industry leaders.

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



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*



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*



PETRONAS

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.

*Internal Communications Manager,
Petronas*



BRIDGING POWER & PROGRESS

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*



BRUNEI FERTILIZER INDUSTRIES

It was really educational. this training gives me more broad ideas towards each instrument. From how to read P&ID, the working principles and different types of pressure, tubing, level, temperature, and lastly flow.

*Instrument Engineer,
Brunei Fertilizer Industries Sdn Bhd*



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*

CONTOURGLOBAL



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*



RAND WATER

The training was very informative. It explained clearly the Value Engineering process."

*Project Manager,
Rand Water*



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OUR TOP-RATED EXECUTIVE MASTERCLASSES

MOST POPULAR

These flagship programs have consistently delivered exceptional value to organizations across Africa, the Middle East, and Asia. Discover what makes them client favorites.

5.0 ★★★★★

ENGLISH

FRENCH

Advanced Preventive and Predictive Maintenance (APPM) & Computerized Maintenance Management System (CMMS)

Date Conducted: February 2024

Venue: Radisson Blu Hotel Abidjan Airport, Ivory Coast

Attendees: Senior Executives, Department Heads, and Technical Experts

Testimonials:

"The training was very engaging, and the organization was excellent. The trainer demonstrated deep mastery of the subject and delivered the content with clarity and precision."
– *Industrial Plant Manager, BONAGUI*

"I really appreciated this training and now better understand the importance of well-organized maintenance."
– *Marine Mechanical Engineer, BDD/PAD*



ADVANCED PREVENTIVE AND PREDICTIVE MAINTENANCE (APPM) & COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS)

CONTACT US

+65 6278 8875
marketing@salvoglobal.com
www.salvoglobal.com

4.9 ★★★★★

ENGLISH

Certified Maintenance and Reliability Professional (CMRP)

Date Conducted: October 2024

Venue: Hyatt Regency, Cape Town, South Africa

Attendees: Shift Engineers, Lead Technical Experts, and Managers in Production, Maintenance, Engineering, HSE, and Reliability

Testimonials:

"The training was both enlightening and highly educational, providing valuable insights I can apply in my role."
– *Electrical Engineer, Cenpower Operations and Services Limited*

"The event was well-organized and highly informative, offering valuable learning opportunities."
– *Chief Mechanical Engineer, BUA CEMENT*



CERTIFIED MAINTENANCE AND RELIABILITY PROFESSIONAL (CMRP)

CONTACT US

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marketing@salvoglobal.com
www.salvoglobal.com

4.9 ★★★★★

ENGLISH

FRENCH

World-Class Maintenance Planning, Scheduling and Cost Management

Date Conducted: May 2023

Venue: Hotel Tiama, Abidjan, Ivory Coast

Attendees: Executive Managers, Senior and Section Managers, Superintendents, Engineers, Technicians, Contractors, Suppliers, Planners/Schedulers

Testimonials:

"In summary, I greatly appreciated the trainer's approach and technique, which made the learning experience highly effective."
– *Tongon*

"Overall, the event was well-organized, and the trainer was excellent."
– *Endeavour Mining*



WORLD-CLASS MAINTENANCE PLANNING, SCHEDULING AND COST MANAGEMENT

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OUR TOP-RATED EXECUTIVE MASTERCLASSES

MOST POPULAR

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5.0 ★★★★★

ENGLISH

Risk-Based Project Controls and Management

Date Conducted: October 2023

Venue: Dusit Thani, Makati, Philippines

Attendees: Project Professionals such as Managers, Engineers, Planners, Risk and Cost Controllers, Consultants, and key project team members from various roles

Testimonials:

"The trainer is expert to his field and conduct practical sessions which is better to allow engagement to the participants." – *Prime Energy Resources Development B.V.*

"The examples are easy to understand and relevant to our workplace." – *Philippine Airlines*



5.0 ★★★★★

ENGLISH

FRENCH

Talent Management and Succession Planning + HR Performance Management

Date Conducted: September 2024

Venue: Radisson Blu Dakar Sea Plaza, Senegal

Attendees: Team Leaders, Superintendents, Managers, Senior Managers, Vice Presidents, Directors, General Managers, Department Heads, and Chief Executives

Testimonials:

"I am really satisfied and have acquired a lot of information that will help me progress." – *CIMAF, Guinea-Bissau*

"Relevant training, conducive environment. Very appreciated international aspect. Good sharing of experiences." – *Société Multinationale de Bitumes (SMB)*



4.8 ★★★★★

ENGLISH

World-Class Treasury Management

Date Conducted: November 2024

Venue: Hyatt Regency, Cape Town, South Africa

Attendees: CFOs, MDs, Treasurers, Assistant Treasurers, Directors of Treasury, VP Finance, Directors, Bankers and Senior Managers

Testimonials:

"Very well organized and precise knowledge on the subject matter will definitely apply case of no fear learning in my job function." – *MTN Group Fintech*

"Quite good! I have a lot to take back to my company on treasury management which I think will go a long way to improve our company's treasury." – *Zenithe Insurance*



OUR MOST REQUESTED MASTERCLASSES

MOST POPULAR

These most-requested masterclasses address the core challenges faced by today's organizations. Trusted by top companies across Africa, the Middle East, and Asia, see why they remain in highest demand.

Engineering & Maintenance Series



5.0 ★★★★★

Advanced Rotating Equipment Maintenance and Reliability

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels

Optimizing Rotating Equipment & Turbomachinery Reliability through failure analysis and condition monitoring



5.0 ★★★★★

Advanced Machinery Failure Analysis and Prevention

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels

Redefining engineering practices to improve machinery efficiency and plant effectiveness



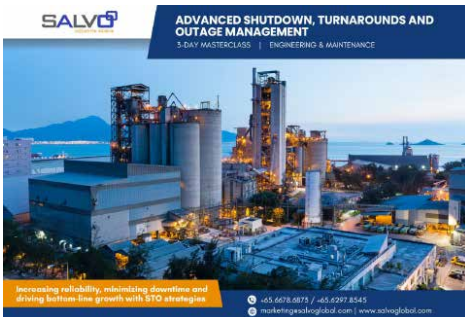
5.0 ★★★★★

Condition Based Maintenance + Advanced Maintenance Dashboard and KPI

ENGLISH FRENCH

5 Days • Classroom Lectures • All Levels

Improve uptime and equipment health by aligning Maintenance Measures Management with strategic goals



5.0 ★★★★★

Advanced Shutdown, Turnarounds and Outage Management

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels

Increasing reliability, minimizing downtime and driving bottom-line growth with STO strategies



5.0 ★★★★★

World-Class Reliability Centered Maintenance Management

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels

Boost equipment safety, reliability, and efficiency through effective RCM implementation



5.0 ★★★★★

Advanced Pumps Reliability and Efficiency

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels

Optimize your pump systems to enhance reliability and minimize life-cycle cost

OUR MOST REQUESTED MASTERCLASSES

MOST POPULAR

These most-requested masterclasses address the core challenges faced by today's organizations. Trusted by top companies across Africa, the Middle East, and Asia, see why they remain in highest demand.

Project Management Series



5.0 ★★★★★

Advanced Integrated Project Control

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels
Guarantee Successful Project Delivery by Implementing a World-class Project Control System



5.0 ★★★★★

Project Risk Management

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels
Learn the best practices, tools, and techniques to manage project risk uncertainties



5.0 ★★★★★

Risk-Based Project Controls and Management

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels
Utilize best practices and implement project controls in projects and programs

Operations Management & Finance Series



5.0 ★★★★★

World-Class Operations Management

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels
Master the key elements of the operation process to achieve operational excellence



5.0 ★★★★★

Applied Financial Modelling and Forecasting

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels
Secure your organization's financial future through financial analysis, modeling, and forecasting using Excel



5.0 ★★★★★

Finance for Non-Finance Managers

ENGLISH FRENCH

3 Days • Classroom Lectures • All Levels
Comprehend key financial principles and apply them in a real-world context

ENGINEERING & MAINTENANCE PROGRAMMES

In our Maintenance & Engineering Series, this year, our courses place an emphasis on enhancing safety, reliability, efficiency and productivity and are tailored to focus primarily on system safety, prolonging asset lifespan and optimizing performance. The courses also generally cover the technical intricacies of maintenance and engineering systems as well.

Advanced Root Cause Analysis and Effective Process Improvement		Advanced Instrumentation and Process Control	MOST POPULAR
Advanced Total Productive Maintenance		MRO Spares Optimisation And Rationalisation	
Power System Design Protection and Coordination	MOST POPULAR	Advanced Maintenance Leadership in Reliability Centred Maintenance	MOST POPULAR
World-Class Shutdown, Turnaround, and Outage Management	MOST POPULAR	Advanced Boiler Operation and Maintenance	
Process Plant Optimisation and Energy Conservation		Advanced Electrical Maintenance & Troubleshooting	
Pump & Compressor: Operations and Maintenance	MOST POPULAR	Prescriptive Maintenance	MOST POPULAR
Advanced Preventive and Predictive Maintenance	MOST POPULAR	Advanced Machinery Failure Analysis and Prevention	MOST POPULAR
Dynamic Reliability Centered Maintenance	MOST POPULAR	Root Cause Failure Analysis for Industrial Plant and Equipment	
World-Class Overhead Line Design		Advanced Failure Modes, Effects and Criticality Analysis	
Plant and Asset Reliability Optimization		Maintenance Reliability Excellence	MOST POPULAR
Advanced Maintenance Planning and Cost Management	MOST POPULAR	Engineering, Procurement, and Construction (EPC)	MOST POPULAR
Advanced Maintenance Planning and Scheduling	MOST POPULAR	Advanced Rotating Equipment Maintenance and Reliability	MOST POPULAR
Asset Management	MOST POPULAR	Computerized Maintenance Management System	
Advanced Maintenance Dashboards and KPI		Reliability Centered Maintenance Blitz	
RAMS - Reliability, Availability, Maintenance, and Safety		Risk-Based Inspection	
Condition Monitoring of Machinery		Leadership in Mining	

OIL & GAS PROGRAMMES

Our Oil & Gas Series is designed to provide oil and gas professionals the opportunity to gain a technical and commercial understanding of the industry fundamentals. Our courses are led by immensely accomplished experts with decades of industry and consulting experience.

Introduction to Oil and Gas	MOST POPULAR	Integrated Service Contracts for Oil and Gas	
Upstream Oil and Gas Unitization		Advanced Seismic Interpretation	MOST POPULAR
Dispute Management for Oil and Gas		Seismic Acquisition, Processing and Interpretation	
Strategic Operating Cost (OPEX) Management for Oil and Gas		Seismic Stratigraphy	
Dynamic World of Oil and Gas: From Exploration to Production		Wellsite and Operations Geology	MOST POPULAR
Upstream Petroleum Economics, Risk and Fiscal Analysis			

PROJECT MANAGEMENT

Our Project Management Series features special emphases on project audits, risk management and public sector project management. Providing a comprehensive overview on the art of successful project management, our courses are led by immensely accomplished experts with decades of industry and consulting experience.

Advanced Integrated Project Control	MOST POPULAR	Advanced Project Scheduling and Risk Management	MOST POPULAR
Cost Engineering and Budget Management for Projects		Advanced Project Scheduling and Delay Management	
Advanced Project Management Economics	MOST POPULAR	Project Cost Engineering and Risk Management	
Advanced Earned Value Management for Projects	MOST POPULAR	Advanced Project Cost Control and Management	
Managing Contract Claims, Variations and Disputes		Risk-based Project Controls & Management	MOST POPULAR
Dynamic Project Planning and Scheduling			

CORPORATE FINANCE PROGRAMMES

The courses in our Finance Series are strategically tailored to update you with the latest practical developments, provide an understanding of the key issues, and improve your knowledge on financial management and how to optimize your organization's financial performance. These courses are led by trainers who are extremely experienced on their industry and have comprehensive training and consulting experience as well.

Managing Cash Flow During an Economic Downturn		Finance for Non-Finance Manager	MOST POPULAR
Interest Rate Derivatives and Currency Swaps		International Financial Reporting Standards (IFRS)	
Global Treasury Management		Finance for Finance Professionals	
World Class Dyanmic Budgeting and Forecasting		World-Class Risk-Based Internal Audit	
Advanced Financial Analysis Modelling and Forecasting	MOST POPULAR	World-Class Compliance Management	
Liquidity Risk Masterclass		Operational Risk Management in Banking & Financial Institutions	
Counterparty Credit Risk and CVA		World-Class Treasury Management	MOST POPULAR
FX and Money Markets		World-Class Financial Modelling and Business Analysis	
Advanced Budgeting, Forecasting and Cost Control	MOST POPULAR	Advanced Financial Modelling and Risk Management Using Excel	
Product Innovations for Banking and Financial Services			

PROCESS IMPROVEMENT PROGRAMMES

This year, our courses will place emphasis on operations management and strategic planning. It will enable attendees to master the concepts, skills, and knowledge required to develop and implement an effective and strategic operational plan.

World-Class Operations Management	MOST POPULAR	Advanced Strategic Planning	
Lean Six Sigma Boot Camp		Business Process Re-Engineering	
Strategic Business Continuity Management		Effective KPIs and Performance Monitoring Dashboards	MOST POPULAR

HUMAN CAPITAL PROGRAMMES

In our Human Resource Series, we focus on helping you maximize your organization's Human Resources function through the likes of strategic workforce planning and employee engagement. In keeping with the constantly changing nature of the global business economy, we also introduce and develop the themes of transformation and change management

Innovation in HR OD & Workforce Planning		World-Class Training Strategies
Technical Talent Management & Succession Planning	MOST POPULAR	Next Generation HR Performance
Talent Management for Employee Engagement	MOST POPULAR	World-Class Learning Development
HR Scorecard		Talent Management, Engage, and Retention of Hybrid Work Employees

PROCUREMENT & SUPPLY CHAIN PROGRAMMES

The Procurement & Supply Chain Management Series covers the span of the supply chain process from the point of origin to the point of consumption. While a significant emphasis is placed on procurement and purchasing, topics relating to contract and supplier relationship management are also stressed upon.

MRO Spare Parts Optimisation Inventory Cost Reduction	MOST POPULAR	Procurement Negotiations and Supplier Relation Management
Planning & Optimisation for Inventory and Warehouse	MOST POPULAR	Proactive Supply Chain Risk Management

HEALTHY SAFETY & ENVIRONMENT PROGRAMMES

The Health, Safety and Environment Series introduces, examines and critically evaluates topics related to health and safety management and corporate treatment of the environment. Courses focus on the integration of health and safety management into planning, activities, facilities and processes as well as the inculcation of good codes of practice where the environment is considered.

Fire, Explosion Hazard & Emergency Response Management	Risk Based Process Safety Management	MOST POPULAR
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CYBER SECURITY PROGRAMME

The Cybersecurity Series introduces, examines, and critically evaluates key topics in cybersecurity management, data protection, and threat mitigation. Courses focus on integrating cybersecurity protocols into organizational operations, safeguarding digital assets, and developing a proactive security culture. Participants will gain insight into best practices, risk management, and compliance to strengthen their organization's resilience against cyber threats. This series is ideal for anyone looking to deepen their understanding of cybersecurity fundamentals and implement effective cybersecurity strategies within their teams and systems.

ICS-OT Cybersecurity for Transmission Utility Including TTX and ISO/IEC 62443 Introduction	MOST POPULAR
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EXPERIENCE SALVO!

Why not bring the classes internally?

All our training offerings can be customized to an IN-HOUSE TRAINING program just for your organization. Here are the top reasons why you should experience Salvo Global in-house training:

Flexibility. Our in-house training can be set on your preferred schedule and location depending only on the availability of the experts to lead the training.

Customizability. You can choose your topic agenda that is most suited for the needs of your team members, through this feature you can easily track the progress of your team through the set goals and metrics after.

Team Empowerment. In fast-paced and challenging work, professional development and upskilling your employees are your best asset! Training will always be a good investment!

SOME OF OUR VALUED CLIENTS



MAINTENANCE & ENGINEERING

In our Maintenance & Engineering Series, this year, our courses place an emphasis on enhancing safety, reliability, efficiency and productivity and are tailored to focus primarily on system safety, prolonging asset lifespan and optimizing performance. The courses also generally cover the technical intricacies of maintenance and engineering systems as well.

Advanced Root Cause Analysis and Effective Process Improvement		Advanced Instrumentation and Process Control	MOST POPULAR
Advanced Total Productive Maintenance		MRO Spares Optimisation And Rationalisation	
Power System Design Protection and Coordination	MOST POPULAR	Advanced Maintenance Leadership in Reliability Centred Maintenance	MOST POPULAR
World-Class Shutdown, Turnaround, and Outage Management	MOST POPULAR	Advanced Boiler Operation and Maintenance	
Process Plant Optimisation and Energy Conservation		Advanced Electrical Maintenance & Troubleshooting	
Pump & Compressor: Operations and Maintenance	MOST POPULAR	Prescriptive Maintenance	MOST POPULAR
Advanced Preventive and Predictive Maintenance	MOST POPULAR	Advanced Machinery Failure Analysis and Prevention	MOST POPULAR
Dynamic Reliability Centered Maintenance	MOST POPULAR	Root Cause Failure Analysis for Industrial Plant and Equipment	
World-Class Overhead Line Design		Advanced Failure Modes, Effects and Criticality Analysis	
Plant and Asset Reliability Optimization		Maintenance Reliability Excellence	MOST POPULAR
Advanced Maintenance Planning and Cost Management	MOST POPULAR	Engineering, Procurement, and Construction (EPC)	MOST POPULAR
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RAMS - Reliability, Availability, Maintenance, and Safety		Risk-Based Inspection	
Condition Monitoring of Machinery		Leadership in Mining	

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 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, and Engineers from the following areas:

- Maintenance
- Engineering
- Reliability
- Plant
- Quality and HSE
- Loss Prevention
- Asset Management

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

LOCATION:

Asia Pacific

Bangladesh	Dhaka	Chattogram
Brunei	Bandar Seri Begawan	Kuala Belait
Cambodia	Phnom Penh	Siem Reap
Indonesia	Jakarta	Medan
Laos	Vientiane	Savannakhet
Malaysia	Kuala Lumpur	Penang
Myanmar	Naypyidaw	Yangon
Papua New Guinea	Port Moresby	Lae
Philippines	Manila	Cebu
Singapore		
Sri Lanka	Colombo	Sri Jayawardenepura Kotte
Thailand	Bangkok	Hat Yai
Vietnam	Hanoi	Ho Chi Minh

Others: _____

Africa

Algeria	Algiers	Oran
Angola	Luanda	Huambo
Botswana	Gaborone	Francistown
Burkina Faso	Gaborone	Huambo
Cameroon	Ouagadougou	Bobo-Dioulasso
Congo	Brazzaville	
Cote d'Ivoire	Abidjan	
Democratic Republic of Congo		Kinshasa
Gabon	Libreville	Port-Gentil
Ghana	Accra	Kumasi
Guinea	Conakry	
Madagascar	Antananarivo	
Mali	Bamako	
Mauritania	Nouakchott	
Mozambique	Maputo	
Nigeria	Lagos	
Senegal	Dakar	
South Africa	Johannesburg	Cape Town
Togo	Lomé	
Zimbabwe	Harare	

Others: _____

Middle East

Bahrain	Manama	
Kuwait		
Qatar	Doha	
Saudi Arabia	Riyadh	Jeddah
United Arab Emirates	Dubai	Abu Dhabi

Others: _____

(Please print the completed form and email it to marketing@salvoglobal.com)

ADVANCED ROOT CAUSE ANALYSIS & EFFECTIVE PROCESS IMPROVEMENT

WHY YOU SHOULD ATTEND?

Root Cause Analysis (RCA) is an analytic process designed to help identify the underlying factors that have contributed to or have directly caused a major adverse event or systems failure. The results of a RCA are typically utilized to guide and direct changes to processes, the environment, and human behavior in order to prevent or reduce the probability that the adverse event will occur in the future.

The workshop will be an interactive and knowledge packed team building session which is disciplined and constructive. The methodologies will be based on team building approach, it supports outlining the course step by step, encouraging the team to be creative and building the case study from their own industry and process. The aim of the course is to distinguish difference between failure and cause; furthermore, types of errors, how mitigate issues and build a robust solutions.

The objective of the workshop is to provide knowledge of the methodology and the financial impact on your organisation's processes starting from problem identification, information gathering using data analysis, interview techniques, investigations, ROI's and improvements and the final evaluation.

The course is broken down into FIVE phases (sessions) including manuals, hands-out, examples, case study, and a Q/A session.

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

LEARNING OBJECTIVES:

- Understand, construct, map, implement and monitor the "Root Cause Analysis methodology"
- Learn and practically deploy the right techniques associated with Root Cause Analysis (RCA)
- Identify where and when RCA can be used effectively and efficiently for best results
- Build and engage the RCA team to provide true evidence, tangible solutions to what appears to be chronic business issues
- Train others in the RCA methodology and associate accountability
- Provide the opportunity for financial saving and ROI
- Transfer knowledge and expertise to new joined staff
- Comply to the organisation's standards and processes

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

LOCATION:

Asia Pacific

Bangladesh	Dhaka	Chattogram
Brunei	Bandar Seri Begawan	Kuala Belait
Cambodia	Phnom Penh	Siem Reap
Indonesia	Jakarta	Medan
Laos	Vientiane	Savannakhet
Malaysia	Kuala Lumpur	Penang
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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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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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 and 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 practical masterclass on "Power System Design, Protection & Coordination" addresses all aspects of industrial and 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 and Instrumentation) Engineers
- Electrical Engineers
- Power System Engineers
- Power Protection Engineers
- Design Engineers
- Instrumentation and Design Engineers
- Instrumentation and 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 and coordination for enhanced safety, reliability and sensitivity!

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

LEARNING OBJECTIVES:

- Improve your knowledge of power system design, planning, analysis, protective device applications and relay schemes for safe and efficient operation of electrical power systems and equipment
- Minimize adverse impacts of power trips through effective protection grading and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 intensive Masterclass on "Managing Shutdowns, Turnarounds and 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 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 and 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.

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 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 masterclass is suitable for electrical professionals from both industrial and utilities side including Oil and Gas, Petrochemicals, Chemicals, Mining, Manufacturing, FMCG, Engineering and Construction, Data Centres in Banks, Telecommunications and 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% to 50% and energy consumption by 10% to 25%

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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PUMPS MAINTENANCE & RELIABILITY EXCELLENCE

WHY YOU SHOULD ATTEND?

Pumps make more than 90% of plant machineries and maintenance issues. Unacceptably large number of pumps fail unnecessarily or sometime catastrophically every year. The over-riding aim of pumps and system training course is to reduce the costs associate with owning, running pumps, while increasing efficiency and capacity.

Organizations spend millions running and repairing pumps. Nine out of ten pumps fail early. If we can improve reliability we can reduce the cost of owning pumps considerably. Power is a major cost for any organization. If we can reduce the amount of power required to run our pumps, we can reduce the cost of owning them considerably. Appropriate selection and operating at BEP, World class practices provide great reliability and availability.

Salvo's online course will give attendees practical techniques for optimizing pumps performance, achieve high reliability and availability and therefore make a huge difference to the organization's profitability. The attendees are led through the road to high Pumps reliability and availability through failures analysis for Pumps' failure avoidance; Pumps' failure analysis and troubleshooting.

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 & Operation Engineers

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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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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 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 and Gas, Utilities, Petrochemicals, Pharmaceutical and Healthcare, Government, Construction, Food and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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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 needs 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 course is based on pacesetting 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.

WHO SHOULD ATTEND?

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

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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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1-10 20 and above
11-20 Others: _____

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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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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ADVANCED MAINTENANCE PLANNING AND COST MANAGEMENT

WHY YOU SHOULD ATTEND?

This masterclass will enable delegates to have an overall insight of the goal of Maintenance and reliability management, the planning and scheduling of maintenance program by using CMMS/ERP system, the leadership and crew management with the skill set required to achieve maintenance work, the role of top management to support operational excellence. To understand the impact of planning and scheduling in preventive and predictive maintenance. In other hand, how to measure planning and scheduling performance and closing gaps for improvement. How to use data using ERP system using CMMS system.

WHO SHOULD ATTEND?

Executive managers; senior managers; section managers; superintendent; engineers; technicians; contractors; suppliers; planners/schedulers; supply chain, store and warehouse from:

- Operations (QA/QC; Production; Maintenance; Reliability)
- Asset management and Asset integrity
- Maintenance, Planning and Scheduling
- Reliability and Asset healthcare
- Engineering and technical support
- Project management
- Procurement
- Supply chain
- Store and Warehouse management

Also, organizations wishing to move away from firefighting management to proactive maintenance and reliability and, organizations looking to comply with the requirements of and/or standards; or simply, improving asset life cycle with Advance Planning and Scheduling Maintenance and Reliability Management.

LEARNING OBJECTIVES:

- Understand the most common strategies, principals, techniques and tools to manage maintenance and reliability program to achieve operational excellence
- Learn the main objectives of leadership in maintenance planning process: top management role and responsibilities as well the maintenance personnel
- Discover the essentials of work management cycle to better control the day-to-day maintenance work and shutdowns
- Master the planning and scheduling work step by step with the emphasis of cost management with hands on of computerized software
- Master your CMMS/ERP system for better maintenance management
- Integrate Cost Management with your Maintenance Planning and Scheduling
- Learn maintenance budgeting and Cost Management
- Prevent Production loss and unnecessary delays
- Optimize the management of maintenance backlogs
- Learn how to sell planning and scheduling to management

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 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 fault finding 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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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 masterclass cover optimising spares for new facilities as well as how to evaluate existing inventory systems and KPIs for evaluating performance.

This practical 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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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 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, and Engineers from the following departments:

- Maintenance
- Engineering
- Shutdown and 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 adaption 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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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 and M reduces operating and energy costs, improves safety, and prolongs boiler life. Here is the course from Salvo Global, a 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 and Control
- Process Improvement
- Engineering managers
- Maintenance managers
- Maintenance and Facility Management
- Production Manager
- Technical and Utility Manager
- Mechanical Engineering Manager
- Combustion and Instrumentation Engineering Manager

From: 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 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 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 masterclass is suitable for electrical professionals from both industrial and utilities side including Oil & Gas, Petrochemicals, Chemicals, Mining, Manufacturing, FMCG, Engineering and Construction, Data Centres in Banks, Telecommunications and IT companies, Government/ Municipalities and 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 and Instrumentation) Engineers
- Electrical Engineers
- Electronics Engineers
- Power Plant Engineers
- Power System Engineers
- Power Protection Engineers
- Facilities Engineer
- Design Engineers
- Instrumentation and Design Engineers
- Instrumentation and Control Engineers
- Project Engineers
- Consulting Engineers
- Plant Managers/Operators
- Electrical Technicians
- Electricians

LEARNING OBJECTIVES:

- Enhance knowledge of modern preventive and predictive electrical maintenance techniques to effectively optimise performance and extend life-cycle of equipment and 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

FORMAT:

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LANGUAGE:

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Mozambique	Maputo	
Nigeria	Lagos	
Senegal	Dakar	
South Africa	Johannesburg	Cape Town
Togo	Lomé	
Zimbabwe	Harare	

Others: _____

Middle East

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Kuwait		
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United Arab Emirates	Dubai	Abu Dhabi

Others: _____

(Please print the completed form and email it to marketing@salvoglobal.com)

ADVANCED ELECTRICAL MAINTENANCE & TROUBLESHOOTING

WHY YOU SHOULD ATTEND?

The untrained/unexperienced technician unnecessarily replaces costly parts, must wait for technical support from engineering, the supervisory staff, or the equipment manufactures' support organization. This wastes valuable time and money. In some cases, the equipment gets damaged because parts are installed incorrectly, or the workmanship is substandard.

Electrical Maintenance 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 course is designed to familiarize participants with the use of practical and effective troubleshooting procedures to troubleshoot problems in electrical circuits. After completing this course, participants should be able to identify and describe the main steps of a practical maintenance & troubleshooting procedure and use the procedure to troubleshoot problems in electrical equipment and electrical systems.

WHO SHOULD ATTEND?

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

Specific job titles would include:

- Electrical Engineers
- Electrical Maintenance Personnel
- Plant Electricians
- Electrical Contractors
- Power Specialists
- Maintenance Managers
- Electrical Technicians
- Inspectors
- Safety personnel

LEARNING OBJECTIVES:

- Describe how to plan, control and implement commissioning of electrical systems
- Understand the techniques and practices needed to ensure certain levels of quality and also to help business efficiency and overall profit
- Discuss the performance specifications, which can be economically verified
- Pick out the field tests for electrical distribution systems, generator and motors, transformers, switchgear, batteries, lightning arresters, and cables
- Select among corrective, preventive and preventive maintenance for your electric power distribution system
- Explain the AC and DC testing of electrical equipment and specify the handover, acceptance and transition to operations

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

LOCATION:

Asia Pacific

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PRESCRIPTIVE MAINTENANCE

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.

Salvo Global's 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?

- 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

From the following industries: Power and Utilities, Oil and Gas, Petrochemicals, Chemicals, Pharmaceuticals, Food and 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 and 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 and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
 French Others: _____

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 Ghana Accra Kumasi
 Guinea Conakry
 Madagascar Antananarivo
 Mali Bamako
 Mauritania Nouakchott
 Mozambique Maputo
 Nigeria Lagos
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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)

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 | • Equipment |
| • Maintenance | • Technical |
| • Operation | • Process & Production |
| • Vibration Monitoring | • Project |
| • Reliability | • Plant |
| • Instrumentation and Control | • Lubrication |
| • Mechanical / Machinery | • Facilities |

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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ADVANCED MACHINERY FAILURE ANALYSIS AND PREVENTION

WHY YOU SHOULD ATTEND?

The intent of this course is to highlight the best in class maintenance and reliability best management approach and advance tools for plant equipment analysis. How to use maintenance and reliability engineering advance tech-nics and practical measures to improve equipment efficiency and plant effectiveness. Also, various approaches will be demonstrated to mitigate machinery problems and failures.

The course will take you over the most comprehensive concepts, methods, technics and best practices from the maintenance and reliability engineering through the maintenance management and plant performance. Further, a comprehensive business cases will be studied to take you into a true machinery troubleshooting.

These 5 days training course meant to provide an overall insight about function management, equipment and ma-chinery maintenance management, reliability tools to improve the life cycle. Hence, it provides all the maintenance and reliability elements and tools to control risks and yet to mitigate production loss. Using mathematics and standards for calculation, prediction and modelling system's success.

In the end of this course, each delegate will be able and capable to answer the fundamental of maintenance and reliability engineering concepts, management, tools, using mathematics formulas and more.

The course includes the student manual in hard and electronic copy; notes from the trainer; exercises; practical case study and more. This is an interactive training course with a wide of examples and knowledge share.

WHO SHOULD ATTEND?

VPs, Directors, Division Heads, Managers, Superintendents, Specialists, Leaders, Supervisors and Engineers from the following departments:

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

LEARNING OBJECTIVES:

- Understand how to greatly Improve equipment and system reliability
- Increase reduction of unexpected breakdown
- Discover how to avoid expensive parts replacement
- Learn how to extend equipment life
- Discuss how to Improve asset life and resale value
- Learn how to have better parts inventory management

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

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Others: _____

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Others: _____

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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.

Salvo Global's 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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NUMBER OF ATTENDEES:

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LOCATION:

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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
- and many more

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
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FORMAT:

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LANGUAGE:

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Others: _____

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MAINTENANCE RELIABILITY EXCELLENCE

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 needs to be made about maintenance and design of existing assets, processes and facilities.

The Maintenance Reliability 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, Maintenance reliability needs to be applied correctly and properly implemented.

Salvo Global's cutting edge course is based on pacesetting 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?

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
- and many more!

LEARNING OBJECTIVES:

- Learn how Reliability Centred Maintenance supports a Continuous Improvement programme, even in a changing environment
- Appreciate how reliability 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

FORMAT:

In-Person Online In-house

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English Portuguese
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Ghana Accra Kumasi
Guinea Conakry
Madagascar Antananarivo
Mali Bamako
Mauritania Nouakchott
Mozambique Maputo
Nigeria Lagos
Senegal Dakar
South Africa Johannesburg Cape Town
Togo Lomé
Zimbabwe Harare
Others: _____

Middle East

Bahrain Manama
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ENGINEERING, PROCUREMENT AND CONSTRUCTION (EPC) CONTRACTS

WHY YOU SHOULD ATTEND?

The intensive VILT that Salvo Global presents on Engineering, Procurement and Construction (EPC) contracts is designed to lead delegates to overcome the challenges mentioned below to meet the needs of Project Owners and EPC contractors; among other things, understanding of Risk, claims management to ensure effective negotiation and management of EPC contracts. This intensive masterclass also covers interactive discussions on practical cases and case studies, giving participants the salient knowledge necessary to manage and negotiate EPC contracts from the pre-contract phase, project execution and handover to the Client.

Participants will benefit from a wealth of knowledge, lessons learned and experience of Mr. Madjid Bezzaoucha to better understand the nature of the EPC contract and the effective negotiation of its legal clauses, the effective development of contract strategies and procurement, how to overcome common challenges faced by Project Owners and EPC contractors, the management of risks present in EPC projects and how to improve the relationship between. Project Owners and EPC contractors, in order to enable delegates to learn how to better negotiate EPC contracts and complete the project within an appropriate framework.

WHO SHOULD ATTEND?

Presidents, Vice-presidents, Directors/Project Managers, Departement Heads, Plant and Operation Managers, Supervisors, Project Engineers, Cost Controler and Scheduler, And Other Personnels from following departements:

- Engineering
- Contract and Procurement
- Project Development and Execution
- Construction and Commissioning
- Planning and Cost Control
- Project Engineering
- Risks Management
- Operations
- Legal
- Commercial
- Finance

LEARNING OBJECTIVES:

- Understand the EPC contracts essentials from the pre-contractual phase to the execution and completion of the project
- Analyze the profile of EPC projects according to the perspectives of the Project Owner, Financing, technology and a macro-vision of the Work environment.
- Overcome common challenges (contractual, legal, financial and management, etc.) faced by Project Owners and EPC contractors, to ensure proper execution and completion of projects
- Administer contracts efficiently by integrating the appropriate management tools
- Learn risk management and mitigation mechanisms.
- Effectively avoid and ultimately manage complaints and disputes
- Awareness of FIDIC standards contracts and how to apply them
- Capitalize on the experience of major international EPC contractors through case studies and discussions

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

LOCATION:

Asia Pacific

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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 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 masterclass is designed for Maintenance Planners and Schedulers in intensive maintenance environments including utilities, factories, refineries, smelters, process plants, and 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 and 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 and scheduling begins, including safety issues in planning
- Assess your planning and 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 and operations to minimize unnecessary downtime
- Develop a maintenance calendar and apply scheduling tools and techniques
- Learn how to perform planning and scheduling effectively using a your Computerised Maintenance Management Systems (CMMS)

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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RISK BASED ASSET MANAGEMENT

WHY YOU SHOULD ATTEND?

Effective asset management needs to be a complex mix of art and science, involving human and technical factors. Good communication and team work across all departments and stakeholders is vital. The glue that ensures that all asset management stakeholders' needs are properly reconciled and addressed is risk. This course starts by introducing the principles, framework, and process for asset management. The various steps involved are then introduced, together with the necessary management system.

The second part of the course then shows how risk needs to feature in all aspects of asset management. Finally, important risk tools and techniques are demonstrated by completing case study examples. This highly interactive course is designed to provide an immersive training environment that maximizes the interaction between attendees and the instructor and between attendees with their peers. The course uses a combination of individual and group exercises to heighten the learning experience. The main objective of this course is to provide an overview of ISO 55000 Asset Management guidelines and the Institute of Asset Management Framework for Asset Management.

WHO SHOULD ATTEND?

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
- Production
- Reliability
- Process
- Control
- Instrumentation
- Engineering
- Operations
- Plant
- Transmission
- Automation
- Inspection
- Physical Asset

LEARNING OBJECTIVES:

- Have a broad understanding of Asset Management in Industry
- Understand the key components of risk management in modern asset management
- Identify components of an asset management plan: risk and maintenance plan
- Describe what an asset management organization needs to know to manage risk and improve performance
- Identify ways to reduce asset risk and evaluate their effectiveness

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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ADVANCED MAINTENANCE DASHBOARDS AND KPI

WHY YOU SHOULD ATTEND?

Maintenance KPIs are a reflection of your goals as an organization. Your key performance indicators (KPIs) should reflect what you value and what you are working towards. Maintenance organizations need to measure themselves against a set of standards to determine if operational goals are being achieved. Those metrics could be applied against department-based targets, company standards, or even world-class maintenance benchmarks. Goal-driven KPIs provide critical and immediate feedback on the progress, or lack thereof, made toward process improvements. You can track as many KPIs as you like, but the “key” in KPIs speaks to focusing on those factors most important to the business. It’s essential that what you’re tracking is actually fundamental to organizational success.

You don’t need a KPI for everything. You still have access to all your periodic reports and their deeper information required to make critical maintenance business adjustments. With that thought in mind, you may consider limiting KPIs to those currently most meaningful. KPIs should not be static. Rather you should rotate different KPIs in and out as goals are met and business objective change. Don’t fall into the trap of displaying old KPIs just because they look good on your reports or dashboard!

To enable delegates to have an overall insight of the goal of Maintenance, the performance management, the requirements to achieve maintenance cost effectiveness, understanding the fundamentals of maintenance data, defining the balanced scorecard. In parallel, the essential of maintenance performance measurement where the cost the common element of equipment life cycle and related elements to complete the maintenance dashboard.

WHO SHOULD ATTEND?

Executive managers; senior managers; section managers; superintendent; engineers; technicians; OEM; contractors; suppliers; planners/schedulers; store and warehouse from:

- Operations (QA/QC; Production; Maintenance; Reliability)
- Asset management and Asset integrity
- Maintenance, Planning and Scheduling
- Reliability and Asset healthcare
- Engineering and technical support
- Project management
- Procurement
- Supply chain
- Store and Warehouse management

LEARNING OBJECTIVES:

- Evaluate preventive maintenance performance including planned vs. scheduled tasks, number of labor hours, preventive maintenance costs, and overall equipment effectiveness
- Highlight the most common Measures in Maintenance Management through operational data. The course will overview the maintenance analysis and the measures
- Discover maintenance analysis and the metrics; the approach to define maintenance performance and how to collect and analyze data
- Identify where actions need to be taken to track and to improve maintenance performance
- Identify the steps in the maintenance process from preventive maintenance and predictive maintenance through your failure reporting, analysis, and corrective action system
- Consider how much your maintenance and reliability process impact cost, throughput, and quality look at your maintenance cost as a percentage of replacement asset value

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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RAMS - RELIABILITY, AVAILABILITY, MAINTENANCE AND SAFETY

WHY YOU SHOULD ATTEND?

The intent of this course is to highlight the fundamentals and framework of RAMS based on a practical understanding of the principles and applications of reliability engineering from the design phase to the disposal of a product or system. The course will take you over the most comprehensive concepts, methods, techniques, and best practices from reliability engineering through maintenance management and risk management.

The training course meant to provide an overall insight about product and system life cycle management to the engineering and management department. Hence, it provides all the reliability models and management profiles to control risks and yet mitigate production loss. Using mathematics and standards for calculation, prediction, and modelling system's success. In the end of this course, each delegate will be able and capable to answer the fundamental of reliability engineering concepts, risk management, using mathematics formulas and more.

The course includes the student manual in hard and electronic copy, notes from the trainer, exercises, a practical case study, and more. This is an interactive training course with a wide range of examples and knowledge sharing.

WHO SHOULD ATTEND?

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

LEARNING OBJECTIVES:

- Establish an overall understanding of RAMS methodology
- Learn how to use advance mathematics in reliability engineering
- Understand how to apply Mil-Std and Mil-HDBK to outline RAMS process
- Develop, monitor, control and mitigate process deviation and risks for process sustainability
- Help developing process and system KPI and continuous performance measures
- Achieve deep understanding of Human errors and risks in process design
- Attain overall management layers and impact of system performance

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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1-10 20 and above
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Democratic Republic of Congo		Kinshasa
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Mauritania	Nouakchott	
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ADVANCED ROTATING EQUIPMENT MAINTENANCE AND RELIABILITY

WHY YOU SHOULD ATTEND?

More and more companies nowadays are focusing on increasing profits while maintaining reliability, it is a difficult task if the maintenance and engineering team lacks the technical know-how and experience in operating and maintaining one of the most important equipment, such as Pumps, Compressors and Turbines.

This masterclass covers construction details, materials of construction, energy optimization, quality assurance, and maintenance of Rotating Equipment. After attending this program, a Rotating Equipment user will be able to allow for their equipment to perform at their Best Efficiency Point, and to select for each equipment for a very specific application, finalize duty parameters, estimate hydraulic performance and decide on the most appropriate material specifications and construction features. He will also understand critical rotating equipment parameters he needs to review when evaluating offers received from the equipment makers. One will be able to understand the failure modes and decide on the monitoring frequency and control limits.

WHO SHOULD ATTEND?

This 3-day masterclass is designed for VPs, Heads, Directors, Chiefs, Managers, Superintendents, Team Leaders and Engineers who focus on dealing with Rotating Equipment operation and maintenance. Job titles would include:

- Maintenance Managers
- Pump engineers
- Asset Integrity
- Plant management
- Reliability
- Asset management
- Engineering
- Facilities management
- Technicians
- Production
- Operations
- Utilities
- Quality Assurance

LEARNING OBJECTIVES:

- Learn best practices on rotating equipment installation
- Perform shaft alignment using laser equipment
- Study centrifugal pumps vs positive displacement pumps alignment
- Apply best practices in installation and commissioning
- Avoid common commissioning failures
- Discover why rotating equipment vibrate
- Understand why seals and bearings fail
- Avoid operational problems that lead to failures

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
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COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM

WHY YOU SHOULD ATTEND?

Insightful knowledge, methods, technics, and good practices will be shared among the participants. Providing meaningful information regarding most useful CMMS around the world; systems advantages and disadvantages; the right choice for the right process.

The training aims to provide a valuable information for management as for end users about CMMS and their capabilities to support asset management across the organization. Understanding system security and permissions, management by level, system structure, asset register with cost management.

Understanding the impact of CMMS across the organization and the data management for better cost. You will be able to challenge resistance to change by implementing the most powerful systems, be proactive among advanced manufacturer and adopting advance technologies.

WHO SHOULD ATTEND?

Executive management, senior management, directors and managers, superintendent and supervisors, engineers, administrator, planners, and controller from the following sectors:

- IT-MIS
- Maintenance and Reliability
- Production and process
- Procurement and store management
- Supply-chain
- Technical and engineering

LEARNING OBJECTIVES:

- Master the process of maintenance work management
- Understand CMMS systems: advantages and disadvantages
- Review CMMS principles
- Learn Maintenance management by CMMS
- Comprehend Material management by CMMS
- Study CMMS Security and permissions
- Explore Assets and CMMS
- Review management of major shutdowns and capital projects
- Understand Equipment life cycle
- Review budget and maintenance costs
- Learn monitoring, analysis and reporting, the master table of maintenance

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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RELIABILITY CENTERED MAINTENANCE (RCM) BLITZ™

WHY YOU SHOULD ATTEND?

RCM Blitz™ differs from other Reliability Centered Maintenance Services or methodologies as it was not only designed to address equipment reliability, but also: health factors, safety concerns, and environmental incidents and reduce accidents. The RCM Blitz™ methodology was designed as a response to manufacturing companies that found traditional RCM too expensive and time consuming. The RCM Blitz™ methodology begins with the critical manufacturing assets only resulting in immediate return.

Recognized as one of the top RCM Methodologies in the industry, RCM Blitz™ was developed by Doug Plucknette in 1997 when he recognized the need to develop a RCM methodology that was not only quick and efficient, but focused on improving manufacturing reliability while reducing health, safety and environmental incidents and accidents. While some think of RCM Blitz™ as a streamlined method, the RCM Blitz process meets and exceeds the SAE JA-1011 and JA-1012 standards for Traditional RCM.

The RCM Blitz™ utilizes that allows the user to upload their equipment hierarchy to the component level with functionality designed to build both speed and accuracy into the analysis process. RCM Blitz™ works because we address and mitigate the Failure Modes that result from the context and environment in which you operate your equipment.

Traditional RCM methodologies wait and perform their analysis following significant failure events, RCM Blitz™ is proactive. Tasks and analysis can be performed before failures, eliminating these events before they ever occur. We bring nearly twenty-five years of experience in working with companies to build efficient failure modes based proactive maintenance strategies that ensure reliability and safety.

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:

- Adapt advance techniques such as PF Curve and statistical analysis to optimize your maintenance program
- Analyse and improve your existing maintenance program and eliminate or reduce your current failures
- Minimize waste in Preventive Maintenance (PM) activity to diminish unnecessary costs
- Distinguish why PM's & Pdm's tasks fail and how to ensure your maintenance tasks are effective
- Gain insights into Predictive (Pdm) & Condition Monitoring techniques like oil analysis and vibration analysis
- Develop a comprehensive maintenance strategy that is focused on identifying and eliminating failure modes
- Identify and eliminate ineffective maintenance tasks
- Identify assets and build the business case for performing and implementing RCM

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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Zimbabwe Harare
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RISK-BASED INSPECTION

WHY YOU SHOULD ATTEND?

Risk-Based Inspection (RBI) is an analysis methodology and process that requires qualitative or quantitative assessment of the probability of failure (PoF) and the consequence of failure (CoF) associated with each equipment item, piping circuits included, in a process unit. The risk-based approach requires a systematic and integrated use of expertise from the different disciplines that impact plant integrity. Risk-based methodologies enable the assessment of the likelihood and potential consequences of equipment failures.

Risk-Based Inspection (RBI) provides companies the opportunity to prioritize their equipment for inspection; optimize inspection methods, frequencies, and resources; and develop specific equipment inspection plans. This results in improved safety, lower failure risk, fewer forced shutdowns, and reduced operational costs. A properly implemented RBI program categorizes individual pieces of equipment by their risks and prioritizes inspection efforts based on this categorization.

RBI can be used to prioritize inspection-related activities, usually by means of non-destructive examination (NDE), to reduce the uncertainties around the true damage state of the equipment and the dynamics leading to such. The resulting inspection plan may outline the type and scheduling of inspection for an asset. In addition to NDE, additional risk mitigation activities identified by an RBI assessment might include a change in material of construction, installation of corrosion resistant liners, operating condition changes, injection of corrosion inhibition chemicals, etc. Consistency and repeatability of analysis are critical to producing an effective RBI program, as RBI is based on relative risks.

WHO SHOULD ATTEND?

Individuals responsible for implementation of Risk-Based Inspection programs within their companies or plant facility. Mechanical integrity, equipment reliability and inspection personnel that are responsible for maintaining and servicing process plant equipment for a cost-effective inspection program. Plus, maintenance personnel, operations supervisors and process specialists that are involved with making decisions regarding suitability of equipment for continued service.

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
- Process Management
- Project Engineering and Management
- Inspection
- Operations
- Production
- Process Engineering

LEARNING OBJECTIVES:

- Discover the fundamental principles of Risk Analysis
- Understand the quantitative determination of probability of failure
- Learn the analysis of consequence of failure methodology
- Fundamental principles of component integrity through power and heavy industries
- Purpose, scope and examination of critical steps within the RBI process
- Using Risk-Based Inspection assessment and exercises
- Overview of deterioration mechanisms and failure modes affecting plant equipment
- Using risk determination, risk assessment and risk management
- Team roles and responsibilities within RBI assessment(s)
- Personnel training and qualifications required
- Documenting and record keeping requirements, Learn the latest World Class Maintenance Best Practices and Benchmarking Metrics to assure you stay current with the industry and ahead of your competition

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
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LOCATION:

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CONDITION MONITORING OF MACHINERY

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 use of Condition Monitoring for Machinery. Many organizations also find themselves struggling to put in place an effective Condition Monitoring of Machinery to improve equipment integrity. The concept of Condition Monitoring of Machinery is extensively known and the potential benefits are widely accepted, but still, many maintenance practitioners have failed to successfully take advantage of the techniques and technologies. By mastering the latest condition monitoring techniques, participants will be able to prevent avoidable equipment failures and associated production losses and finally break the reactive maintenance cycle.

Salvo Global's 3-day intensive Masterclass on "Condition Monitoring of Machinery" is a practical "How-to-Do-it Guide" for implementing, measuring results and successfully applying today's best practices for Condition Monitoring of Machinery. In addition, delegates will be introduced to strategies that will enhance and improve Condition Monitoring of Machinery.

This course is designed to build competency in Condition Monitoring of Machinery and to enhance the equipment reliability and overall plant productivity. It covers all the fundamentals of Condition Monitoring of Machinery that a suitably qualified professional would be expected to carry out during his duty starting with the first steps and building up to a fully functional Condition Monitoring of Machinery. This training course is based on 35 years of real-life industrial experience of the trainer in Condition Monitoring of Machinery. The training course is based on the following ISO Standards: ISO 18436-1:2012, ISO 18436-2: 2014, ISO 18436-3:2012, ISO 17359: 2011, ISO 13373-1: 2002, ISO 13373-2:2005, ISO 13374-1:2003, ISO 13379-1:2012, ISO 14695:2003, ISO 10816-8: 2014, ISO 10816-1: 1995, ISO 10817-1:1998, ISO 7919-5: 2005, ISO 14694: 2003, ISO 2954: 2012, ISO 11342:1998, ISO 8528-9:1995, ISO 5348: 1998, ISO 19499:2007, ISO 21940-13:2012 and ISO 13372:2012.

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
- Static Equipment
- Mechanical Engineering
- Asset Management
- Asset Integrity
- Operations
- Plant
- Production
- Process
- Inspection

LEARNING OBJECTIVES:

- Analyse basic equipment design to discover what is necessary for its proper operation
- Review equipment in a production environment to understand the operating impact
- Determine maintenance requirements and the equipment operating environment
- Setting the necessary maintenance and operating quality standards to be met
- Develop the necessary skills and competencies needed by the workforce
- Identify the necessary documentation, content and its arrangement for Condition Monitoring of Machinery
- Establish frequencies and a program for Condition Monitoring of Machinery
- Identify processes, information, physical resources, safety required for Condition Monitoring of Machinery
- Recognise other business processes and information which link to Condition Monitoring of Machinery
- Imbed good practice for Condition Monitoring of Machinery
- Initiate the continuous improvement of Condition Monitoring of Machinery
- Maximise profits with effective Condition Monitoring of Machinery
- Eliminate risk and downtime caused by maintenance defect and failure with highly effective Condition Monitoring of Machinery

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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LEADERSHIP IN MINING

WHY YOU SHOULD ATTEND?

Is your leadership team aligned on business strategy? Is your team equipped with the right tactics to execute & cascade this strategy? Is your team engaging front-line leaders to achieve business objectives?

Understanding how to operationalize a strategy, build trust in a team and foster motivation are skills that significantly impact an organization's success. Tailored to leaders in the mining & metals industry, this two-day seminar offers a variety of interactive activities including workshops, team-building exercises and insight-packed presentations.

High Performance Organization in Mining & Metals program teaches core skills required by all leaders like empathy, vulnerability, establishing trust, and creating an engaging and psychologically safe environment.

Participants will acquire the knowledge the foundations of psychological safety, learning organizations and cascading leadership to improve their organizations' objectives. You'll delve into relevant case studies, explore innovative practices from different industries, and engage in focused discussions on business goals.

WHO SHOULD ATTEND?

Executive management, senior management, directors and managers, superintendent and supervisors, engineers, administrator, planners, and controller from the following sectors:

- Operations & Maintenance
- Procurement & Supply Chain
- Business Improvement
- Project Management
- Human Resources
- Finance

LEARNING OBJECTIVES:

- Learn the foundations of how to build trust and psychological safety within your organization
- Stress-test your business strategy and align on business objectives to become High Performing Organization
- Develop an execution and cascading plan by engaging your teams to realize the strategy of your business
- Discover the best-practices in storytelling in corporate communication to convey the message to your teams and manage change
- Learn proven techniques to facilitate mindset shifts & sustainable habit change and reinforce the good behaviours with the cascading coaching technique

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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OIL & GAS

Our Oil & Gas Series is designed to provide oil and gas professionals the opportunity to gain a technical and commercial understanding of the industry fundamentals. Our courses are led by immensely accomplished experts with decades of industry and consulting experience.

Introduction to Oil and Gas	MOST POPULAR	Integrated Service Contracts for Oil and Gas
Upstream Oil and Gas Unitization		Advanced Seismic Interpretation MOST POPULAR
Dispute Management for Oil and Gas		Seismic Acquisition, Processing and Interpretation
Strategic Operating Cost (OPEX) Management for Oil and Gas		Seismic Stratigraphy
Dynamic World of Oil and Gas: From Exploration to Production		Wellsite and Operations Geology MOST POPULAR
Upstream Petroleum Economics, Risk and Fiscal Analysis		

INTRODUCTION TO OIL AND GAS

WHY YOU SHOULD ATTEND?

This course will enable the participants to assume and understand the role of senior management who are managing the operations spanning the full value chain from license acquisition (PSC) to exploration (drilling of wild cat well), appraisal and production (journey through the ORP process till decommissioning) and oil & gas refinery & marketing.

The course is designed to provide oil and gas professionals the opportunity to gain a technical and commercial understanding of the industry fundamentals.

BY ATTENDING THIS COURSE YOU WILL BE ABLE TO LEARN:

- The origins of oil and gas and hydrocarbon chains
- The commercial issues relating to hydrocarbon exploration and development
- The role of IOC (International Oil Company) and NOC (National Oil Company)
- The role of government and its agencies (e.g. PSC Production Sharing Contract etc)
- Oil and gas terminology, Upstream (offshore, Onshore, Deepwater, Subsea), Downstream, Petrochemical Plants, Refinery etc
- The technological process of exploration, drilling, production & production.
- The Business Model & process of Field Development cycle
- The use age of ORP Opportunity Realisation Process
- The use of Petroleum Economics for Project screening & Ranking (Oil Price scenario)
- The challenges of decommissioning

WHO SHOULD ATTEND?

This course is designed for:

- Consultants Suitable for personnel from all sectors of the oil and gas industry- government agencies, authorities, operators, contractors and service companies.
- Newcomers to the industry and non-technical personnel working in areas like HR, finance, IT, contracts and administration who feels they could benefit from gaining a wider appreciation of the big picture in upstream oil and gas.
- Staff from all disciplines who wants to know more about the overall oil and gas value chain and to gain deeper understanding of the part their role plays in a wider context.

LEARNING OBJECTIVES:

- Understand the global make-up of the oil and gas industry, its jargon and its challenges
- Gain awareness of the oil and gas field life cycle
- Discover petroleum exploration and appraisal methods
- Appreciate oil and gas reserves estimation and the associated uncertainty
- Understand field development planning and development concepts
- Determine the basic components of oil and gas production, processing and refining
- Review the abandonment and environmental issues associated with the industry

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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UPSTREAM PETROLEUM ECONOMICS, RISK & FISCAL ANALYSIS

WHY YOU SHOULD ATTEND?

In today's volatile oil price environment, the analysis of risk in an economic evaluation of an upstream oil and gas investment is absolutely crucial. Corporate/asset acquisitions and disposals, acreage bidding, exploration drilling evaluations, field development decisions, equipment purchases, lease / buy decisions, fiscal negotiations and so on all require comprehensive economic analyses. The complete economics analysis will be based first of all on detailed after tax cash flow analyses incorporating full fiscal effects, the assessment of economic indicators and detailed probability analysis. Such analyses are now standard in the evaluation of investments in today's international upstream oil and gas industry.

This masterclass will give a complete understanding of the use of the techniques of economic analysis and risk analysis as currently practiced in the oil and gas industry. Course participants will receive a thorough understanding of the context of economic analysis as well as practical instruction and an appreciation of the analytical techniques used. The course will rely heavily on the participants carrying out worked examples and examining cases to aid their understanding of the concepts introduced.

WHO SHOULD ATTEND?

This course is designed for, but not limited to, both new and experienced professionals in the Petroleum Economics arena, including:

- Geologist
- Explorationist
- Geophysicists
- Engineers
- Accountants
- Planners
- Economists
- Oil & Gas Staff
- Managers
- Finance Executives
- Consultants

LEARNING OBJECTIVES:

- Understand and construct petroleum industry cash flow projections
- Calculate, understand and know how to apply economic indicators
- Understand and apply risk analysis to exploration & production investments
- Evaluate and model fiscal/PSC terms of countries worldwide
- Value oil and gas properties
- Understand the roles of sensitivity and probability risk analysis
- Learn to economic indicators like NPV, IRR, CPI and Payback
- Study the economic effect of fiscal terms across the world

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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SEISMIC STRATIGRAPHY

WHY YOU SHOULD ATTEND?

Seismic stratigraphy is a great tool for hydrocarbon prospectivity evaluation of sedimentary basins. Seismic data contain a wealth of geological information: structural and stratigraphic. Seismic stratigraphy is an interpretation methodology that focuses on the stratigraphic interpretation of reflection seismic data. As such it is complementary to the structural interpretation methodology. Seismic stratigraphy merges information from reflection seismic data with concepts of sedimentology and sequence stratigraphy to predict lithology distribution in a basin or area. Prediction of reservoir, seal, and source rock distribution away from well control, is greatly enhanced by the application of seismic-stratigraphic tools.

At the end of this course participants will be able to recognize and map seismic facies belts, sediment distribution systems and litho-facies belts, and use this data for prospectivity assessment. The course spends at least 50% of the time on seismic interpretation exercises, based on data from a wide variety of geological settings. Lectures on theory and background alternate with exercises.

WHO SHOULD ATTEND?

This course is primarily designed for explorers with a hands-on geological or seismic interpretation background. Exploration project leaders with a geoscience or petroleum engineering background would potentially benefit from attaining an awareness/ knowledge of this key exploration geological concept and workflow based evaluation process.

LEARNING OBJECTIVES:

- Understand the principles and fundamentals of seismic stratigraphy and its significance in geological interpretation of seismic data.
- Gain knowledge of different depositional sequences and their interpretation using seismic data.
- Develop skills in interpreting seismic facies and recognizing different seismic facies patterns.
- Learn techniques for interpreting and analyzing the geometry of sedimentary bodies using seismic data.
- Understand the effects of seismic processing on seismic facies expression and the importance of display parameters.
- Develop knowledge and skills in chronostratigraphy, including the interpretation of time-stratigraphic relationships using seismic data.
- Acquire knowledge of carbonate systems and their seismic expression, including interpretation of seismic data related to carbonate deposition.

FORMAT:

In-Person Online In-house

LANGUAGE:

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French Others: _____

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ADVANCED SEISMIC DATA INTERPRETATION

WHY YOU SHOULD ATTEND?

Seismic interpretation is a critical step in evaluating the subsurface. Interpretation turns the large investments in seismic data acquisition and processing into tangible value: A plausible geological subsurface model that can be used for making well considered E&P decisions with major investment consequences. Seismic interpretation therefore plays a pivotal role in the E&P workflow and requires dedicated skills development. The aim of this course is to provide the necessary foundation in principles and workflows of seismic interpretation.

This course is designed for engineers, managers, service providers that are about to be using Seismic Interpretation techniques and are trying to better understand the associated complexities.

- Seismic interpreters who wish to extract meaningful information from their data.
- Seismic processors who want to find out different ways to characterize heavy oil formations.
- Stratigraphers and structure geologists who use 3D seismic volumes to prepare detailed reservoir models.
- Reservoir engineers who want to understand about the seismic input to add detail to 3D reservoir models.
- Students of geophysics who wish to become qualified interpreters.

WHO SHOULD ATTEND?

This course is designed for engineers, managers, service providers that are about to be using Seismic Interpretation techniques and are trying to better understand the associated complexities.

- Seismic interpreters
- Seismic processors
- Stratigraphers
- Structure geologists
- Reservoir engineers
- Students of geophysics

LEARNING OBJECTIVES:

- Identify the limits to vertical and lateral resolution
- Apply color schemes that allow you to effectively communicate these features to others
- Identify good and bad color display practices
- Display multiple attributes in a single image
- Use attributes computed from interpreted time-structure maps to enhance subtle faults and folds
- Analyze seismic data for structural and stratigraphic details
- Identify the geological features highlighted by spectral decomposition and wavelet transforms
- Evaluate the use of spectral information as a direct hydrocarbon indicator
- Exploit changes in amplitude variation with offset and azimuth to produce multiple-attribute images that illuminate different geologic features of interest

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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SEISMIC ACQUISITION, PROCESSING AND INTERPRETATION

WHY YOU SHOULD ATTEND?

We all have seen displays of seismic data in the form of sections or cubes of data. But what do they show and how are they acquired?

In this course you will learn to understand that seismic data represents the movement of the surface, resulting from waves generated by a source, dynamite, or vibrator, which are reflected by changes in the subsurface rocks. Hence, what we record is related to the properties of the rocks, not only the rock matrix, but also its pore fluids. All information on the subsurface is contained in these recordings, but almost impossible to extract and understand directly. Therefore the records need to be processed to make it possible to interpret structure and content of the pore space.

In this course, the basic principles of acquisition and processing will be discussed. But also, insights into advanced methods will be provided. These methods allow a much more accurate interpretation of seismic data, than previously considered possible. The aim is to be aware of these methods, to understand their importance, to enable interpreters, reservoir engineers to communicate with geophysicists and to formulate their requests.

WHO SHOULD ATTEND?

Geologists, Geophysicists and Petroleum engineers, involved in exploration and development of oil and gas fields and for those involved in projects related to Seismic Acquisition. In addition, it would be useful for those dealing with the (geo)physical effects of production of a field.

LEARNING OBJECTIVES:

- Gain a comprehensive understanding of seismic data and its acquisition, processing, and interpretation.
- Develop a practical understanding of seismic acquisition, processing, imaging, interpretation, and prediction of geological and petrophysical properties from seismic data.
- Maximise power system efficiency, reliability, dependability, and quality
- Understand the fundamentals of seismic interpretation and how they affect the interpretation of seismic data.
- Comprehend the parameters that can significantly impact seismic data quality and costs.
- Learn about the various techniques and technologies employed in seismic data acquisition.
- Gain knowledge of seismic data processing algorithms and methodologies.
- Develop skills in seismic imaging and the interpretation of geological structures and properties.
- Understand the role of seismic data interpretation in exploration and production workflows.

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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WELLSITE AND OPERATIONS GEOLOGY

WHY YOU SHOULD ATTEND?

Significant capital expenditure is involved in the drilling of wells. Acquiring 'real-time' subsurface information supports the drilling operations and enables the safe and efficient delivery of a well. Furthermore, acquiring the right subsurface data during drilling impacts resource evaluations, underpins future field development designs and mitigates against potential production shortfalls.

This interactive workshop will focus on the role and responsibilities of the wellsite and operations geologists during the well delivery process. From the planning stage through the drilling phase and into the post-drilling stage, the participant will learn about the value and impact of geological information. Geological data preparation, planning, acquisition and evaluation will be integrated with non-technical topics that include health and safety (HSE), risk management, communications and operational decisions.

The workshop is aimed professionals who are involved in the acquisition of subsurface geological data in the Petroleum, CCS and Geothermal sectors. This includes geoscientists, petrophysicists and reservoir engineers, as well as drilling and operations engineers, and managers. Examples from exploration and production wells in onshore, shallow offshore and deepwater environments will be discussed. These will be complemented with various first-hand experiences.

At the end of the workshop, participants will be comfortable with the basic principles to geological subsurface data, risks and uncertainties, and communications associated with the well maturation process.

WHO SHOULD ATTEND?

- Geologists
- Petrophysicists
- Geomodellers
- Reservoir Engineers
- Well Engineers
- Wellsite controllers
- Managers and support staff involved in the planning and drilling of a well

LEARNING OBJECTIVES:

- Recognize the role and contributions of geologists during the well delivery process
- Understand the available data and subsurface uncertainties prior to drilling a well
- Communicate the value of acquiring diverse subsurface data for safe well delivery, resource evaluations, and future field development purposes
- Understand the techniques used to evaluate geological information, including LOT/FIT, mudlog data and quick-look analysis to assess reservoir and hydrocarbons
- Acquire knowledge of the non-technical factors associated with geological data acquisition and the well delivery process

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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UPSTREAM OIL AND GAS UNITIZATION

WHY YOU SHOULD ATTEND?

When an oil and gas field is unitized, the various owners of the tracts above the reservoir work together to extract the reservoir's oil and gas. The Unitization Agreement aims to protect the interests of all parties involved while also avoiding some legal pitfalls. What was the primary reason behind the origin of Unitization? As a single petroleum reservoir spans two fields that are covered by separate petroleum licences or production-sharing contracts owned by different oil corporations, unitization was established as a strategy to restrict the impact of competitive drilling. Unitization emerged to strike a middle ground between the competing goals of the oil firms and the state's priority of maximising oil recovery from a field in this situation. Voluntary unitization refers to situations in which the parties to the unitization agree to do so, while compulsory unitization refers to situations in which unitization is required by law or regulation or some other means that does not require the consent of the parties to the unitization but is nonetheless imposed on them.

How does pooling differ from unitization? In the oil and gas sector, "pooling" refers to the consolidation of several mineral rights or leasehold interests held by distinct parties into a single organisation that collectively owns enough land to qualify for a drilling licence. There are restrictions on how many wells may be drilled in one region due to spacing and density regulations. They date back to when anybody with a plot of land who found oil or gas could legally dig a well. The result was a dense concentration of wells, many of which shared a subsurface reservoir. Pooling is also known as communication, and it refers to the practice of joining parcels of property to form a single, big enough tract on which to authorise and install a well. Unitization, in contrast, is the process of merging individual mineral or leasehold rights in a shared resource, such as a reservoir or field, into one unified enterprise to increase output and decrease costs. Unitization, unlike pooling, is done to save resources and often encompasses a greater region.

This workshop is designed to provide a comprehensive and structured approach to oil and gas fields unitization tailored to commercial teams of upstream companies. Each day focuses on specific aspects of unitization to enhance the team's knowledge and skills in this area. This seminar will cover technical, economic, and project management aspects. It includes a mix of theoretical knowledge, practical exercises, case studies, and interactive sessions to enhance engagement and learning.

WHO SHOULD ATTEND?

The training will assist employees at all levels working in any aspect of procurement and management in the oil and gas industry. This training course will assist a broad range of professions, but it will be especially beneficial to:

- Supervisors in Contracts/Agreements Manager
- Manager of Business Development
- Legal Mentors
- Lawyers who specialized in business law
- Advisors
- Engineers in charge
- Managers of Industries
- Finance Directors
- Executives of Corporate Development

LEARNING OBJECTIVES:

- Explore options for mitigating the dangers and legal hassles that businesses may encounter
- Be aware of the significant legal and commercial challenges that arise during a unitization
- Know what to think about when putting together a UJOA (Unit Operating Agreement & Unitisation) or a specific project
- Discuss the unique factors to think about while uniting across international borders
- Learn and avoid stumbling blocks by being well-prepared for challenging talks
- Learn regulations aimed at minimizing nearby operators'/contractors' liabilities.
- Identify a clear approach for negotiating oil and gas contracts and sales agreements

FORMAT:

In-Person Online In-house

LANGUAGE:

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French Others: _____

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DISPUTE MANAGEMENT FOR OIL AND GAS

WHY YOU SHOULD ATTEND?

When negotiating or administering an agreement, it is important to take a careful look at the provisions for Dispute Resolution. This will determine how and where disputes will be resolved and it is important to ensure that the provisions are appropriate and enforceable. Dispute Resolution mechanisms vary dramatically in the petroleum industry, and it is hard to overstate the importance of such provisions.

This highly focused programme is designed to encourage participation through a combination of instructor-led presentations, exercises and case-study simulations. The concepts presented are highlighted by reference to checklists and sample contracts. Each participant will receive a copy of the printed course material, including contract templates.

WHO SHOULD ATTEND?

The program is designed to benefit all personnel involved in drilling and service contract negotiation and administration. They include:

- Contract administrators
- Legal and insurance personnel
- Procurement managers
- Project managers
- Exploration and Production Managers
- Joint Venture Operators

LEARNING OBJECTIVES:

- Understand the options for dispute resolution
- Learn the process for administration of the dispute resolution
- Compare model industry clauses for dispute resolution
- Learn how to manage disputes from the initiation of a claim to enforcement of an award.

FORMAT:

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STRATEGIC OPERATING COST (OPEX) MANAGEMENT FOR OIL AND GAS

WHY YOU SHOULD ATTEND?

Cost control within the Oil & Gas Industry presents certain challenges. Costs must be managed without compromising either safety or production. This innovative training course presents the delegates with practical tools and techniques which can easily be applied right now within their company and work. It also introduces delegates to emerging tools and techniques to develop for the future.

This training course will help the delegates to save their employers money without damaging the business. This training course will feature practical, engaging and innovative new techniques from different organisations. This development will primarily focus on the software systems used to manage and control operational and capital costs. This training course will also help the delegates to identify and deliver savings without damaging performance, capability, strategy, delivery or safety.

WHO SHOULD ATTEND?

This course is designed for participants who are new to Strategic OpEx Management (SOM) and those who have been operating in an Asset, Operations, Maintenance or cost/planning role for some time but would like to update their knowledge to the latest proven techniques in SOM/asset management practices.

- Finance Managers
- Heads of Department
- Project managers
- Budget holders
- Team Leaders/Supervisors
- Asset/Operations/Maintenance/SOM Project Managers

LEARNING OBJECTIVES:

- Understand how the SOM process methodology affects your business performance proactively and how to reduce OpEx costs
- Review how various Planning types integrate into dynamic business lifecycle models
- Understand when to apply strategic cost management at various phases of the E&P lifecycle
- Discover how Activity Based Cost (ABC) modelling provides transparency to challenge the cost drivers
- Conduct a Strengths Weaknesses Opportunities and Threats (SWOT) analysis to assist in scenario and “what-if” modelling
- Study how to be capable of conducting asset performance reviews

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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DYNAMIC WORLD OF OIL AND GAS: FROM EXPLORATION TO PRODUCTION

WHY YOU SHOULD ATTEND?

This course will enable the participants to understand the role of geologists, geophysicists and engineers who are handling the operations spanning the full value chain from license acquisition (PSC) to exploration (drilling of wild cat well), appraisal and production.

The course is designed to provide oil and gas professionals the opportunity to gain a technical understanding of the industry's fundamental workflows and processes.

WHO SHOULD ATTEND?

This course is designed for industry professionals who deal with technical topics regularly and want to know more. It is suitable for personnel from all sectors of the oil and gas industry- government agencies, authorities, operators, contractors and service companies, including:

- Exploration Geologists
- Geophysicists
- Petroleum engineers (reservoir, drilling, facilities, etc.)
- Petrophysicists
- Technical Support Professionals
- HSE professionals dealing with geological/engineering topics
- Economics, Law, Finance and Human Resources professionals dealing with geological/engineering topics
- Data management, IT and administrative professionals dealing with geological/engineering topics

LEARNING OBJECTIVES:

- Recognize the main elements and processes of a petroleum system
- Understand how seismic, well and outcrop data can be used for exploration and production.
- Regain awareness and fresh point of view of the oil and gas field life cycle
- Be able to conceptually define a prospect, calculate volumes and assess risks.
- Understand field development planning and development concepts

FORMAT:

In-Person Online In-house

LANGUAGE:

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INTEGRATED SERVICE CONTRACTS FOR OIL AND GAS

WHY YOU SHOULD ATTEND?

The Technical Services / Supply sector is one of the most dynamic components of the international petroleum industry. Increased exploration activity, particularly offshore, has led to nearly one hundred percent utilization of capacity, along with rising day rates.

As a general rule, the more complex or specialized the work or project, the more likely it is that Technical Services will be sourced from independent contractors. Even the largest multi-national companies rely upon Technical Service Contractors with the skill, experience and technology to carry out exploration, appraisal and development work programmes.

The programme has been designed to enable participants to gain an understanding about the role of Technical Services in the Petroleum Industry. The material covers all aspects of the contractual arrangements that structure the relationship between Operators and Technical Service Contractors. This course provides participants with an understanding of the selection and supervision of the scope, schedule and budget that create the relationship between Operators their Technical Service Contractors and Suppliers.

WHO SHOULD ATTEND?

The program is designed to benefit all personnel involved in drilling and service contract negotiation and administration. They include:

- Legal, contract administration and insurance personnel
- Rig procurement managers
- Drilling contractor marketing personnel
- Project, operations and rig managers
- Exploration and Production Managers
- Joint Venture Operators
- Business Development managers for Drilling and Well Services
- Accounting, compliance and operational personnel
- Business unit heads responsible for rig and service company selection and management of drilling operations

LEARNING OBJECTIVES:

- Understand the essential relationship between Scope, Schedule and Budget in structuring relationships between Operators and Technical Service Contractors
- Learn the methods for allocation and pricing risk between Operators and Technical Service Contractors
- Understand the key terms and conditions that are included in Drilling, Well Services and Supply Contracts
- Learn how various contract formats for Technical Services control the flexibility for changes in work programmes
- Understand the use of Alliances, Partnering and Gain Sharing arrangements
- Learn how to make Technical Services Contracts more tax efficient

FORMAT:

In-Person Online In-house

LANGUAGE:

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PROJECT MANAGEMENT



Our Project Management Series features special emphases on project audits, risk management and public sector project management. Providing a comprehensive overview on the art of successful project management, our courses are led by immensely accomplished experts with decades of industry and consulting experience.

Advanced Integrated Project Control	MOST POPULAR	Advanced Project Scheduling and Risk Management	MOST POPULAR
Cost Engineering and Budget Management for Projects		Advanced Project Scheduling and Delay Management	
Advanced Project Management Economics	MOST POPULAR	Project Cost Engineering and Risk Management	
Advanced Earned Value Management for Projects	MOST POPULAR	Advanced Project Cost Control and Management	
Managing Contract Claims, Variations and Disputes		Risk-based Project Controls & Management	MOST POPULAR
Dynamic Project Planning and Scheduling			

ADVANCED INTEGRATED PROJECT CONTROL

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 "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

FORMAT:

In-Person Online In-house

LANGUAGE:

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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 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 and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
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1-10 20 and above
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 Guinea Conakry
 Madagascar Antananarivo
 Mali Bamako
 Mauritania Nouakchott
 Mozambique Maputo
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ADVANCED PROJECT MANAGEMENT ECONOMICS

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.

Salvo Global’s masterclass 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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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 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.

WHO SHOULD ATTEND?

This 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 and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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.

WHO SHOULD ATTEND?

This workshop is designed for VPs, Heads, Directors, Chiefs, Managers, Superintendents, Team Leaders and Engineers who focus on contract claims and disputes:

- Project Controls Manager
- Project Controllers
- Programme Directors/Managers
- Project Planners and Schedulers
- Risk Management Offices Staff
- Project Management Office Staff
- Project Team Members

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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DYNAMIC PROJECT PLANNING AND SCHEDULING

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 it 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 "time-mathematics", 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.

WHO SHOULD ATTEND?

- Project Controls Manager
- Project Planners & Schedulers
- Project Controllers

LEARNING OBJECTIVES:

- Understand and learn the core principles of the planning & scheduling discipline as applied to the management of projects and programs
- Analyze the main international standards and recommended practices for project and program scheduling issued by the most prestigious associations, in particular the AACE International, GAO, CII, IPA and the PMI
- Know and understand the AACE International recommended practices related to schedule development and management, in particular the 27R-03 "Schedule Classification System"
- Understand how schedule management integrates with scope definition (WBS), risk management and cost management, to produce a reliable performance measurement baseline (PMB) for project effective control using Earned Value Management (EVM)

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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Papua New Guinea	Manila	Port Moresby Lae
Philippines	Manila	Cebu
Singapore		
Sri Lanka	Colombo	Sri Jayawardenepura Kotte
Thailand	Bangkok	Hat Yai
Vietnam	Hanoi	Ho Chi Minh

Others: _____

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Congo	Brazzaville	
Cote d'Ivoire	Abidjan	
Democratic Republic of Congo		Kinshasa
Gabon	Libreville	Port-Gentil
Ghana	Accra	Kumasi
Guinea	Conakry	
Madagascar	Antananarivo	
Mali	Bamako	
Mauritania	Nouakchott	
Mozambique	Maputo	
Nigeria	Lagos	
Senegal	Dakar	
South Africa	Johannesburg	Cape Town
Togo	Lomé	
Zimbabwe	Harare	

Others: _____

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Kuwait		
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Saudi Arabia	Riyadh	Jeddah
United Arab Emirates	Dubai	Abu Dhabi

Others: _____

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ADVANCED 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 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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

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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 it 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.

WHO SHOULD ATTEND?

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

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 disciplined 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 ling integrates with other project management disciplines

FORMAT:

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LANGUAGE:

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Ghana Accra Kumasi
Guinea Conakry
Madagascar Antananarivo
Mali Bamako
Mauritania Nouakchott
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PROJECT COST ENGINEERING & RISK MANAGEMENT

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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RISK-BASED PROJECT CONTROLS & MANAGEMENT

WHY YOU SHOULD ATTEND?

In an uncertain business environment increasingly pressured by efficiency as a key competitive advantage, implementing effective project controls in projects and programs has become a critical organizational competency.

However, project and program controls still follow an immature process in many project-based organizations. Control metrics and performance indices are very often developed based on empirical approaches, without following well-established international standards and best practices. Another mistaken tendency is to develop controls solely based on a financial perspective and cash-flow requirements and/or ignoring uncertainty and risk.

Many organizations do not yet establish their own internal standards to support control and performance management in their projects and programs. Therefore, project and program professionals involved in developing and using project controls for management purposes often are not qualified and do not have the necessary knowledge, skills and expertise to make adequate use of metrics models to support management decisions aimed at making projects and programs to deliver the scope and benefits on objectives under conditions of uncertainty.

This course covers exhaustively all the above elements and offers a hands-on approach, with real life examples, to effective project and program schedule development and delay management.

WHO SHOULD ATTEND?

- Project Controls Manager
- Project Controllers
- Earned Value Management Specialists
- Programme Directors/Managers
- Project Planners & Schedulers
- Risk Analysts and Managers
- Project Management Office specialists
- Project Specialists
- Project Engineers
- Top Management

LEARNING OBJECTIVES:

- Understand and learn the core principles of establishing project and program controls in an uncertain environment characterized by risk
- Know the main international standards and recommended practices for project and program controls issued by the most prestigious associations, in particular the AACE International, the PMI and the US-GAO
- Know and understand the AACE International recommended practices related to project controls and risk, in particular the RP 60R-10 "Developing the Project Controls Plan"
- Understand the project controls core concepts know the standard terminology as the basis for effective communications about performance management in projects and programs
- Understand the integrative nature of project controls under a risk management framework
- Know and learn how to use in practice project controls to assess and diagnose performance, communicate with stakeholders, develop recovery and enhancement plans, assess and control risk, and develop lessons learned
- Know and learn how to use in practice project controls to interact, engage, manage and negotiate with program and project stakeholders
- Know the professional certifications available in the market related to project controls and risk management in projects and programs
- Understand the potential benefits and requirements of software systems that support project controls

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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CORPORATE FINANCE



The courses in our Finance Series are strategically tailored to update you with the latest practical developments, provide an understanding of the key issues, and improve your knowledge on financial management and how to optimize your organization's financial performance. These courses are led by trainers who are extremely experienced on their industry and have comprehensive training and consulting experience as well.

Managing Cash Flow During an Economic Downturn	Finance for Non-Finance Manager	MOST POPULAR
Interest Rate Derivatives and Currency Swaps	International Financial Reporting Standards (IFRS)	
Global Treasury Management	Finance for Finance Professionals	
World Class Dyanmic Budgeting and Forecasting	World-Class Risk-Based Internal Audit	
Advanced Financial Analysis Modelling and Forecasting	World-Class Compliance Management	MOST POPULAR
Liquidity Risk Masterclass	Operational Risk Management in Banking & Financial Institutions	
Counterparty Credit Risk and CVA	World-Class Treasury Management	MOST POPULAR
FX and Money Markets	World-Class Financial Modelling and Business Analysis	
Advanced Budgeting, Forecasting and Cost Control	Advanced Financial Modelling and Risk Management Using Excel	MOST POPULAR
Product Innovations for Banking and Financial Services		

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 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 flow 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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GLOBAL TREASURY MANAGEMENT

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 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?

- 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
- Know the potential benefits and requirements of scheduling software tools, and in particular Microsoft Project
- Understand how scheduling and program management ling integrates with other project management disciplines
- 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 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?

- 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 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 and Excel proficiency.

WHO SHOULD ATTEND?

- 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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Others: _____

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LIQUIDITY RISK MASTERCLASS

WHY YOU SHOULD ATTEND?

This 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 and 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?

- 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

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COUNTERPARTY CREDIT RISK AND CVA

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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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FX (FOREIGN EXCHANGE) AND MONEY MARKETS

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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

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French Others: _____

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ADVANCED BUDGETING, FORECASTING AND COST CONTROL

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

FORMAT:

In-Person Online In-house

LANGUAGE:

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French Others: _____

DATES:

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PRODUCT INNOVATIONS FOR BANKING AND FINANCIAL SERVICES

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.

Salvo Global's 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 completion 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

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FINANCE FOR NON-FINANCE MANAGER

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 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.

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

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INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

WHY YOU SHOULD ATTEND?

This in-depth 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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FINANCE FOR NON-FINANCE PROFESSIONALS

WHY YOU SHOULD ATTEND?

Most professionals want a better grasp of the key terminology and concepts of accounting and finance, combined with practical tools and techniques to deliver tangible improvements in their organisation. Throughout the program, delegates will work on their personal action plan to identify practical application of the program in their organisation. This program focuses on the work of managers helping to identify opportunities to improve their organisation's performance and present convincing business cases. This programme introduces some of these ideas and develops them, so that delegates can identify some practical new approaches which they can realistically take back into their own businesses.

Salvo Global's interactive workshop uses a mixture of exercises, discussion and real-life case studies to keep the training lively and relevant. Throughout the program, delegates will be encouraged to bring their own practical issues and case studies, to build an action plan, listing the positive action they are going to do when they get back to their business to actively apply and develop their knowledge of finance.

The programme helps you and your team to deliver more profitability and efficiency. It gives you straightforward templates and frameworks to use in your organization that can be easily cascaded down to your team. You and your team can be making significant improvements within days of attending the programme. The frameworks will motivate your team to look for savings and improvements. You and your team will become more efficient and effective, saving time and cost in preparing, analysing and managing financial analyses. You will develop an approach that suits your organization.

The programme delivers a quick return on your investment, followed by returns for years to come resulting from newly acquired thinking and wisdom. After this programme, you will be able to identify several opportunities to improve financial management, and to detect some areas where deeper thinking may be needed. These benefits will be sustainable and long-lasting – this training pays for itself quickly and continues paying for itself for years to come. In this programme, you will develop an action plan/toolbox of ideas specific to your organization and situation.

WHO SHOULD ATTEND?

This program is specially designed for professionals, managers and executives of all functions who have no formal training in finance and accounting, but who need to understand and interpret financial statements to perform more effectively of their professional responsibilities.

- CEOs
- Department Heads
- Directors
- Sales and Marketing Managers
- General Managers

LEARNING OBJECTIVES:

- Develop a confidence to read and understand company accounts
- Implement strategies, tools and techniques to assess projects and their profitability
- Master Net Present Value techniques
- Integrate cost considerations within the organization
- Acquire a toolbox of financial mathematics and calculations
- Master modern costing techniques for budgeting
- Implement forecasting tools where applicable and save time where not
- Apply qualitative and quantitative forecasting tools and techniques to evaluate and stay ahead of financial risks affecting the organization

FORMAT:

In-Person Online In-house

LANGUAGE:

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Qatar	Doha	
Saudi Arabia	Riyadh	Jeddah
United Arab Emirates	Dubai	Abu Dhabi

Others: _____

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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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
 French Others: _____

DATES:

1st Quarter 3rd Quarter
 2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
 11-20 Others: _____

LOCATION:

Asia Pacific

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WORLD-CLASS COMPLIANCE MANAGEMENT

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?

- Compliance Officers and Managers
- Directors and Senior Managers
- Risk Managers
- Regulatory Officers and Specialist
- Auditors and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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OPERATIONAL RISK MANAGEMENT IN BANKING AND FINANCIAL INSTITUTIONS

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 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?

- Head, Operational Risk Management
- Chief Risk Officer
- Senior AVP and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
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WORLD-CLASS TREASURY MANAGEMENT

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 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.

WHO SHOULD ATTEND?

- 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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WORLD-CLASS FINANCIAL MODELLING AND BUSINESS ANALYSIS

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 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.

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

Salvo Global 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?

- 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
11-20 Others: _____

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ADVANCED FINANCIAL MODELLING AND RISK MANAGEMENT USING EXCEL

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?

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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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PROCESS IMPROVEMENT



This year, our courses will place emphasis on operations management and strategic planning. It will enable attendees to master the concepts, skills, and knowledge required to develop and implement an effective and strategic operational plan.

World-Class Operations Management

MOST POPULAR

Advanced Strategic Planning

Lean Six Sigma Boot Camp

Business Process Re-Engineering

Strategic Business Continuity Management

Effective KPIs and Performance Monitoring Dashboards

MOST POPULAR

WORLD-CLASS OPERATIONS MANAGEMENT

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).

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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LEAN SIX SIGMA BOOT CAMP

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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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STRATEGIC BUSINESS CONTINUITY MANAGEMENT

WHY YOU SHOULD ATTEND?

The world is reliant on resilient organisations: those which continue in business even when “things go wrong”. Disruptive events often happen, many of them we have some control over but others we don’t. The ability to manage, recover and prosper following disruption illustrates what it means to be resilient: the ability to continue during periods of disruption and uncertainty. The key for organisations is (as it has always been) to anticipate the threats, prepare for them and respond when they occur. And now, more than ever, there is a growing call for organisations to renew and reinvent themselves, adjusting to “a new normal” following disruption. Being agile, adaptable, responsive and competitive in an uncertain world defines what makes an organisation thrive and prosper in the current age of volatility.

To understand the BCM lifecycle and apply it in any organisation. To refresh, renew and re-invent your BCM capabilities in the wake of the global pandemic. There has never been a better time to re-assess your Business Continuity and Resilience objectives and give your plans and planning programme a knowledge and capability boost. Take control of your response and recovery by leveraging the lessons of lockdown and bring a culture of continuity to the heart of everything you do. Learn how to do this with proven methods and business techniques and unlock the secrets of effective engagement to improve your organisation’s Continuity and Resilience capabilities.

WHO SHOULD ATTEND?

The course will be extremely useful for anyone with strategic or operational responsibility for managing risk, crisis and business continuity. This could include: CEOs, Managing Directors, Directors, Divisional and Head of Departments, Senior and Line Managers in the following:

- Organisational resilience
- Risk Management
- Emergency Response and Crisis Management
- Business Continuity Management
- Operations, facilities and IT management
- Corporate Services: Procurement, HR, Audit, Compliance, Health and Safety
- Information Security and Assurance
- IT Service Continuity

LEARNING OBJECTIVES:

- Learn how to develop risk-sensitive, decision-effective responses for crisis management and the business priorities you must focus on to ensure you can continue to thrive and prosper following disruption to business operations / processes
- Master the critical key performance indicators to ensure you are “doing the right things in the right order”
- Understand how to benchmark and continuously improve your risk, crisis and continuity capabilities
- Master proven methods, steps and processes to ensure survival and prosperity during and after disruption – regardless of the cause
- Improve your understanding of business complexity while you Prepare for a business as usual following disruption
- Achieve greater understanding of your product, service, and process dependencies
- Appreciate the need for more supply chain communications

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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ADVANCED STRATEGIC PLANNING

WHY YOU SHOULD ATTEND?

Strategic planning is never an easy task, and it has gotten complicated with the pandemic. Baseline forecasts of revenue and costs are hard, and who knows whether a second wave or a vaccine will even change anything? Yet decisions must be made. The strategic planning process's greatest value may be in identifying uncertainties and options even more than laying out a fixed path for the future.

Planning sessions with senior teams are crucial to a company's success. Effective planning sessions improve the way senior teams think. When facilitated well, a team can come up with preferred alternatives (using specific techniques that provoke new ideas) while building support for the decisions (using specific techniques that promote dialogue). The results of these meetings – great decisions with support to confirm successful implementation – will direct the rest of the organization towards the future.

WHO SHOULD ATTEND?

Top decision makers such as CEOs, MDs, VPs, Directors, Project, Division Heads, Senior Managers and Practitioners of:

- Strategic Planning / Corporate Planning
- Risk and Analytics
- Operations and Process Improvement
- Marketing
- Training and Knowledge Management
- Business Development Projects
- Strategic Investment
- Organization and Development
- Strategy Management
- Human Resources
- IT
- Finance
- Supply Chain

LEARNING OBJECTIVES:

- Elevate your strategic creation of strategy to ensure its applicability
- Build better support for decisions to assure successful planning implementation
- Learn the latest tools & techniques in Strategic and Scenario Planning
- Ensure successful response plan no matter the situation
- Integrate creative thinking skills to incorporate a structured process
- Solve integrated and practical planning implementation challenges
- Enhance your knowledge in the fundamentals of Strategic Planning to be more effective
- Strengthen executive team's ability to identify, prioritize opportunities to improve performance
- Reduce risk and plan ahead efficiently
- Utilize strategic planning to improve current and future projects
- Build team's ability to handle conflict and change to better support decisions to assure successful implementation

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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BUSINESS PROCESS RE-ENGINEERING

WHY YOU SHOULD ATTEND?

Business Process Reengineering involves the radical redesign of core business processes to achieve dramatic improvements in productivity, cycle times and quality. When re-engineering business processes, companies start by learning to see their current processes by constructing 'as is' process maps, they then redesign existing processes in order to deliver more value to the customer while producing greater efficiencies for the company together with more rewarding jobs for employees – this becomes the 'to be' processes.

Successful companies also explore the whole system, not just the processes but how those processes are organised and managed, together with the cultural challenges that need to be addressed to maximum benefit.

The overall aim of this masterclass is to give delegates the skills and confidence to improve business processes. This includes: using tools to develop insights into the performance of current processes as well as deploying tools to improve the performance of those processes for the benefit of customers, the company and employees.

WHO SHOULD ATTEND?

- Operations Managers
- Planning 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

LEARNING OBJECTIVES:

- Explain the purpose of process re-engineering
- List the dimensions of customer service and explain how the focus of any improvement activity must focus on the needs of customers
- Explain how gaps arise between customer expectations and their perceptions of their experience
- Identify the customer delivery gaps that will benefit from process re-engineering
- Discover how to identify in-process waste and how to reduce/eliminate it
- Describe how to identify in-process variation and how to reduce/eliminate it
- Demonstrate an ability to use a range of process mapping tools to create current state maps
- Attain the ability to use process mapping tools to create future state maps
- Explain the Deming Cycle for testing re-engineered processes
- Describe the challenges, cultural and procedural, of deploying re-engineered processes

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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EFFECTIVE KPIs AND PERFORMANCE MONITORING DASHBOARDS

WHY YOU SHOULD ATTEND?

In today's competitive business landscape, organizations thrive by leveraging data-driven insights to achieve their goals. This course equips delegates with the essential knowledge and skills to unlock their true potential. By attending, you'll gain a deep understanding of KPIs and performance monitoring, enabling you to align your organization's objectives with measurable targets. You'll learn how to select and implement the right KPIs, monitor performance effectively, and drive continuous improvement. Don't let the opportunity slip away – join us and propel your success by mastering the art of KPIs and performance monitoring.

During this workshop you will learn our potent system for measuring and managing performance: individual performance, team performance and organizational performance. With case studies and examples from both the private and public sectors you will learn how to build a performance management and measurement system that you can implement without delay. Formulated in the engine rooms of industry – on shop floors and in board rooms, our performance strategy comes from years of experience working with people who are the backbone of the business – workers, team leaders and managers. Jargon free, we will show you a practical, a tried and tested pathway to measurable, definable performance improvement. The 'Back to basics' formula presented in this course, works in product, service, or public sector environments alike, in small and large organizations, within divisions and across companies and locations.

WHO SHOULD ATTEND?

Top decision makers such as CEOs, MDs, VPs, Directors, Project, Division Heads, Senior Managers and Practitioners of:

- Strategic Planning / Corporate Planning
- Strategic Investment Risk and Analytics
- Operations and Process Improvement
- Strategy Management
- Marketing
- Human Resources
- Training & Knowledge Management
- IT
- Business Development
- Finance
- Projects
- Supply Chain

LEARNING OBJECTIVES:

- Understand the fundamentals of Key Performance Indicators (KPIs) and their significance in measuring organizational success
- Identify and define relevant KPIs specific to their industry and business objectives
- Develop a strategic framework for effective performance monitoring and evaluation
- Learn how to align KPIs with organizational goals and objectives
- Implement best practices for data collection, analysis, dashboards and reporting to drive informed decision-making
- Discover techniques for setting realistic and achievable performance targets
- Gain insights into leveraging technology and automation tools to streamline KPI tracking and reporting processes
- Learn effective communication strategies for sharing performance results with stakeholders at all levels
- Develop the skills to identify performance gaps and implement corrective actions to drive continuous improvement
- Cultivate a performance-driven culture within their organization, fostering accountability and motivation

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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HUMAN CAPITAL

HUMAN CAPITAL PROGRAMMES

In our Human Resource Series, we focus on helping you maximize your organization's Human Resources function through the likes of strategic workforce planning and employee engagement. In keeping with the constantly changing nature of the global business economy, we also introduce and develop the themes of transformation and change management

Innovation in HR OD & Workforce Planning	World-Class Training Strategies
Technical Talent Management & Succession Planning	Next Generation HR Performance
Talent Management for Employee Engagement	World-Class Learning Development
HR Scorecard	Talent Management, Engage, and Retention of Hybrid Work Employees

MOST POPULAR

MOST POPULAR

INNOVATION IN HR OD & WORKFORCE PLANNING

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.

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 and Career Development
- HR Policy
- HR Planning and Development
- Training and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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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 masterclass 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 and 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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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

FORMAT:

In-Person Online In-house

LANGUAGE:

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HR SCORECARD

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 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 and Human Capital
- Talent Acquisition and Talent Management
- Performance Measurement and Management
- Recruitment and Retentions
- Change Management
- Training and Development
- Organisational Development
- Compensations and Rewards
- Employee Engagement and Communications
- Workforce/succession Planning and Sourcing
- Corporate Planning and Strategy Management
- Corporate and 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.

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
 French Others: _____

DATES:

1st Quarter 3rd Quarter
 2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
 11-20 Others: _____

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WORLD-CLASS TRAINING STRATEGIES

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 and Career Development
- HR Policy
- HR Planning and Development
- Training and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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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 and Career Development
- HR Policy
- HR Planning and Development
- Training and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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WORLD-CLASS LEARNING AND DEVELOPMENT

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:

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- Succession Planning
- Recruitment
- Staffing
- Retention
- Employee Relations Executive and Career Development
- HR Planning and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

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TALENT MANAGEMENT, ENGAGEMENT, AND RETENTION OF HYBRID WORK EMPLOYEES

WHY YOU SHOULD ATTEND?

Managers are dealing with growing challenges due to the shift from central offices to hybrid work environments, involving both remote and in-office employees. To handle these issues, managers need to address common problems that arise in hybrid work groups. This can be achieved by understanding the challenges, improving the ability to manage remote workers, and maintaining productivity.

Distractions are a significant issue for remote workers, stemming from family, personal tasks, and the absence of a professional environment. These distractions hamper productivity and focus for both workers and managers. Collaboration is also a challenge in hybrid teams due to the lack of face-to-face communication, potentially leading to strained relationships and misunderstandings.

Managers should strive to build a collaborative culture despite the complexities of hybrid arrangements. It's important for managers to grasp the problems that employees face when working from a distance or even those working in the central office. Managers may help employees maximize their productivity while remaining connected to the organization by creating policies that foster teamwork and communication as well as offering appropriate opportunities to work in teams rather than independently.

This dynamic online program offers insights into acquiring, engaging, and retaining employees in the post-pandemic hybrid work landscape.

Learn in this program how to attract the most talented workers, engage them in a work-from-home or hybrid work environment, and retain these workers.

WHO SHOULD ATTEND?

- Operating Managers
- Front-line Supervisors
- HR Managers and HR Professionals

LEARNING OBJECTIVES:

- Acquire talented workers for hybrid work
- Engaged talented workers for hybrid work
- Retain talented workers for hybrid work

In this session you will receive at least the following:

- A tool to diagnose improvement areas in the interpersonal climate within a small group
- A tool to measure the perceptions of small group members about ways to improve group productivity
- A checklist to improve the onboarding of workers in hybrid work groups
- A survey instrument to measure individual issues affecting productivity in hybrid groups
- Case studies about managers dealing with real-world problems with hybrid work groups
- Critical incident activities/exercises in dealing with problems affecting hybrid work groups

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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PROCUREMENT & SUPPLY CHAIN



PROCUREMENT & SUPPLY CHAIN PROGRAMMES

The Procurement & Supply Chain Management Series covers the span of the supply chain process from the point of origin to the point of consumption. While a significant emphasis is placed on procurement and purchasing, topics relating to contract and supplier relationship management are also stressed upon.

MRO Spare Parts Optimisation Inventory Cost Reduction



Procurement Negotiations and Supplier Relation Management

Planning & Optimisation for Inventory and Warehouse



Proactive Supply Chain Risk Management

MRO SPARE PARTS OPTIMISATION INVENTORY COST REDUCTION

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 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.

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 and Distribution
- Warehousing
- Materials Planning/Management
- Maintenance, Repair and Operations
- Spare Parts Management
- Procurement/Sourcing
- Stock Control
- Sales and Marketing
- Finance and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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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 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?

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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
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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 comprehensive Masterclass on "Procurement, Negotiations and 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 and other Senior Executives from:

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

This masterclass is suitable for Procurement professionals across all industries, especially: Mining, Oil and Gas/ Petrochemicals/Chemicals, Healthcare and Pharmaceutical, Manufacturing, FMCG, Retail, Food and Beverage, Telecommunications, Banking and 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 and 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

FORMAT:

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 Nigeria Lagos
 Senegal Dakar
 South Africa Johannesburg Cape Town
 Togo Lomé
 Zimbabwe Harare
 Others: _____

Middle East

Bahrain Manama
 Kuwait
 Qatar Doha
 Saudi Arabia Riyadh Jeddah
 United Arab Emirates Dubai Abu Dhabi
 Others: _____

(Please print the completed form and email it to marketing@salvoglobal.com)

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 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 and beyond!

WHO SHOULD ATTEND?

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

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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
 French Others: _____

DATES:

1st Quarter 3rd Quarter
 2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
 11-20 Others: _____

LOCATION:

Asia Pacific

Bangladesh	Dhaka	Chattogram
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Democratic Republic of Congo		Kinshasa
Gabon	Libreville	Port-Gentil
Ghana	Accra	Kumasi
Guinea	Conakry	
Madagascar	Antananarivo	
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Mozambique	Maputo	
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Senegal	Dakar	
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United Arab Emirates	Dubai Abu Dhabi

Others: _____

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FIRE, SAFETY & THE ENVIRONMENT

HEALTHY, SAFETY & ENVIRONMENT PROGRAMMES

The Health, Safety, and Anyone seeking to improve their financial and valuation modeling skill set Environment Series introduces, examines and critically evaluates topics related to health and safety management and corporate treatment of the environment. Courses focus on the integration of health and safety management into planning, activities, facilities and processes as well as the inculcation of good codes of practice where the environment is considered.

Fire, Explosion Hazard & Emergency Response Management

Risk Based Process Safety Management

MOST POPULAR

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 comprehensive Masterclass on "Fire/Explosion Hazard & Emergency Response Management" will enable Health and 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, and leaders of business units such as:

- Fire Safety
- Health, Safety and 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

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2nd Quarter 4th Quarter

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Myanmar Naypyidaw Yangon
Papua New Guinea Port Moresby Lae
Philippines Manila Cebu
Singapore
Sri Lanka Colombo Sri Jayawardenepura Kotte
Thailand Bangkok Hat Yai
Vietnam Hanoi Ho Chi Minh
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Cameroon Ouagadougou Bobo-Dioulasso
Congo Brazzaville
Cote d'Ivoire Abidjan
Democratic Republic of Congo Kinshasa
Gabon Libreville Port-Gentil
Ghana Accra Kumasi
Guinea Conakry
Madagascar Antananarivo
Mali Bamako
Mauritania Nouakchott
Mozambique Maputo
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RISK-BASED PROCESS SAFETY MANAGEMENT

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 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 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

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
French Others: _____

DATES:

1st Quarter 3rd Quarter
2nd Quarter 4th Quarter

NUMBER OF ATTENDEES:

1-10 20 and above
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Others: _____

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Others: _____

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CYBER SECURITY

CYBER SECURITY PROGRAMME

The Cybersecurity Series introduces, examines, and critically evaluates key topics in cybersecurity management, data protection, and threat mitigation. Courses focus on integrating cybersecurity protocols into organizational operations, safeguarding digital assets, and developing a proactive security culture. Participants will gain insight into best practices, risk management, and compliance to strengthen their organization's resilience against cyber threats. This series is ideal for anyone looking to deepen their understanding of cybersecurity fundamentals and implement effective cybersecurity strategies within their teams and systems.

ICS-OT Cybersecurity for Transmission Utility Including TTX and ISO/IEC 62443 Introduction



ICS-OT CYBER SECURITY FOR TRANSMISSION UTILITY, INCLUDING TTX AND ISO/IEC 62443 INTRODUCTION

WHY YOU SHOULD ATTEND?

Participating in this training workshop will help the power utility to detect technology, procedures, and training-related gaps in their processes. Adherence to the ISA/IEC 62443 standard will enhance and upgrade the cyber defense by minimizing the impact caused by vulnerabilities. The ISA/IEC 62443 is applicable and effective for power and water utilities and oil & gas, nuclear plants, and transportation where the OT and IT personnel are jointly responsible for protecting the OT/ICS assets and networks cyber-attacks. Cyber-attacks against these facilities might result in harmful impacts such as damage to machinery and appliances, injury, and death to employees.

Engaging in awareness and technology training programs has become necessary to identify, manage, and mitigate risks and eliminate vulnerabilities. Without applying an applicable standard such as the ISA/IEC 62443 to protect systems, the organization's cyber risk posture is below the acceptable level, leaving the organization's assets, and networks vulnerable to attacks. Participating in this Table Top exercise will be practicing real-life scenarios related to their facility, detecting gaps in the performance of their team, and correcting what needs to be done. The TTX process will allow the organization team to prepare well adapted Playbooks specifically tailored to their own facility.

WHO SHOULD ATTEND?

- ICS-OT Cyber security managers
- IT Personnel who want to learn ICS Cyber security.
- Operators of power utility facilities
- Managers responsible for maintenance
- Managers responsible for investments

LEARNING OBJECTIVES:

- Understanding the ICS-OT technology as related to cyber risks and defense, and ICS architecture, related components, and communication.
- Understanding of the unique threat factors applicable for the ICS-OT facilities and the principal technologies used for cyber-secured ICS-OT systems.
- Learn about how to select effective methods and specific network defense architectures and techniques matching specific industrial verticals.
- Learn about the hardening of ICS computers and controllers using end-point protection, securing memorable data, or updating systems.
- Understanding principles of Business continuity planning (BCP), Disaster Recovery Preparedness (DRP), and incident response (IR) for industrial environments
- Understanding principles of the ISA/IEC 62443 international standards for protecting industrial, utility, and manufacturing operations.
- Through a tabletop exercise (TTX), learn about how incident handling can be conducted through coordinated collaboration among on-site teams.
- Systematic and structured analysis of the best practices of cyber risk assessment of OT/ICS assets, systems, and networks using the ISA/IEC 62443 Technical standards.
- Analyse functional inherent vulnerabilities of OT/ICS assets that might lead to harmful impacts and consequences, causing outages, damage, and risking lives.
- Lead the cyber security risk assessment for an OT/ICS according to best practices applicable for the facility and according to ISA/IEC 62443 section 3-2.
- Develop a cyber security requirements specification specifically for each zone in the industrial facility, matching the required security level.

FORMAT:

In-Person Online In-house

LANGUAGE:

English Portuguese
 French Others: _____

DATES:

1st Quarter 3rd Quarter
 2nd Quarter 4th Quarter

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Kuwait		
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Saudi Arabia	Riyadh	Jeddah
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Others: _____

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REQUEST AN EVENT

CONTACT US

RYAN MILAN

Salvo Global Pte. Ltd.

151 Chin Swee Road, Manhattan House, #03-25, Singapore 169876

• Tel: +65 6297 8545

• Fax: +65 6297 8645

• Email: ryan.milan@salvoglobal.com

• Website: www.salvoglobal.com

COMPANY : _____
 ADDRESS : _____
 TEL : _____
 FAX : _____

REQUESTED EVENT:

EVENT NAME

1-10

11-20

20+

NUMBER OF PARTICIPANTS

ASIA

AFRICA

MIDDLE EAST

PREFERRED VENUE

ENGLISH

FRENCH

PORTUGUESE

LANGUAGE

FACE-TO-FACE

ONLINE VIA ZOOM

PREFERRED FORMAT

AUTHORISATION (REGISTRATION NOT VALID WITHOUT AUTHORISATION)

NAME : _____
 DESIGNATION : _____
 TEL : _____
 EMAIL : _____
 SIGN : _____
 DATE : _____