

WHOLE-BUSINESS LEADERSHIP

Telecoms Mini MBA

Rewired. Lead the business as it now is.

See the whole business as it now is. Make better decisions.

LEVEL	LENGTH	BEST FOR	SIGNATURE OUTPUT
Strategic	11 modules plus a team case	Managers, specialists and high potentials across functions	A team strategy, presented and defended

16,000+ GRADUATES

30+ COUNTRIES

350+ ORGANISATIONS

WHY THIS PROGRAMME

The industry no longer fits in boxes.

Telecoms used to be taught as a sequence: networks, then products, then customers, then finance, with each new technology slotting neatly into one box. That has stopped working. Private networks, network exposure, service-based architectures, AI and satellite connectivity each change the network, the product, the commercial model and the organisation at once, and operators now differ widely in how they are built and how they earn.

FIVE SHIFTS THAT CUT ACROSS THE BUSINESS

1
5G as a platform
Private networks, exposure and APIs

2
Service-based architectures
Networks built as software services

3
AI everywhere
In operations, customers and products

4
Beyond the ground
Satellite and high altitude platforms

5
Many operator models
Different architectures and business models

THE PROMISE

Understand how the pieces now connect, and develop the judgment to choose the combination that fits an operator, not the one the market is shouting about.

THIS PROGRAMME IS FOR YOU IF

- You have deep expertise in one function and growing responsibility across others.
- You sit on cross-functional investment, product or transformation discussions and want to contribute beyond your own area.
- You lead a team whose decisions depend on technology, commercial and financial trade-offs together.
- You are being prepared for a broader role, and want a shared language with colleagues from every function.

IT IS NOT THE RIGHT FIT IF

- You are new to telecoms. Start with the Telecoms Tech Accelerator and come back.
- You already own enterprise-wide strategy and want to sharpen the choices themselves. Effective Telecoms Strategy is built for that.

BUILT AROUND ONE QUESTION

With so many ways to build, run and monetise a network, which combination fits this operator, and can I defend that choice?

WHAT YOU WILL BE ABLE TO DO

By the end, participants can

01 Explain how modern networks work well enough to take part in a technology decision, whatever your background.

02 Judge which network enablers are commercial today and which are still pilot or marketing, and say who is selling what.

03 Read operator economics, and use margin, churn and acquisition logic to test a growth idea.

04 Turn a technology capability into a product with a named buyer, a budget and a reason to act now.

05 Use data and AI to redesign decisions, operations and customer experiences, and know where trust and regulation draw the line.

06 Spot when the question has changed, and commit to a specific change you will lead afterwards.

WHAT YOU TAKE AWAY

Tools and materials built during the programme and used in role afterwards.

- Enabler toolbox
- Operator economics model
- Enterprise service package
- AI use-case map
- Prediction Bank results
- Team case and scoring rubric
- Ninety-day commitment

BENEFITS FOR YOU

- Contribute in investment, product and strategy conversations in technology, commercial and financial terms at once.
- Tell a genuine capability from an announcement.
- Be seen as someone who can think across functions, not only within one.

BENEFITS FOR YOUR ORGANISATION

- A bench of people who share one way of reasoning across network, commercial and finance teams.
- Proposals that arrive with the trade-offs already worked through.
- Teams that can place their own operator model against the many others in the industry.

Every delegate starts by sealing predictions about the industry. They are revealed at the end, so you can see exactly what changed in your thinking.

The before-and-after mechanic that runs through the whole programme.

FORMAT
Eleven facilitated, interactive modules with team exercises in every one

TAILORING
Each delivery uses your own market and operator facts

ASSESSMENT
A team presentation, marked against a published scoring rubric

AUDIENCE
Works for technical and non-technical delegates in the same room

PROGRAMME STRUCTURE

Eleven modules and a team case

Every module ends in a team exercise that feeds one running case study, so the learning is applied as it goes rather than saved for the end.

01 **Kickoff and Case Study Launch**
Form teams, meet the case and the scoring, and seal predictions about the industry to revisit at the end.

02 **Technology Foundations**
A correct shared mental model of how networks work, with a deeper track for technical delegates.

03 **How Operators Make Money**
The economics behind growth, margin and churn, taught through an interactive model rather than slides.

04 **Networks for the 2030s**
The enabler toolkit: private networks, edge, slicing, exposure and APIs, and which are commercial today.

05 **From Connectivity to Platforms**
How the toolkit becomes enterprise and vertical services, and who actually pays for them.

06 **Consumer Services**
What consumer connectivity becomes once it is commoditised, and where real innovation remains.

07 **Innovation**
Techniques for generating, testing and stopping new ideas in a telecom business.

08 **Data, Metadata and Monetisation**
How data grows and is used, and which monetisation routes survive trust and regulatory limits.

09 **AI in Telecoms**
From chatbots to autonomous networks: AI in experience, in operations and as something to sell.

10 **Strategic Foresight**
Noticing that the question has changed before the capital is committed.

11 **Leadership, Change and the Workforce**
What makes change stick, and a ninety-day commitment each delegate takes back.

HOW THE PROGRAMME BUILDS

Four stages, then the case.

MODULES 1 TO 3	Foundations: the case, the technology and the economics
MODULES 4 TO 6	The toolkit and what it becomes: enablers, platforms, consumer services
MODULES 7 TO 9	New value: innovation, data and AI
MODULES 10 AND 11	Foresight and leadership: choosing, and making it stick
CASE	Teams present and defend their strategy, and the sealed predictions are revealed

APPLIED CASE

A team strategy for a fictional operator, presented to the room and marked against the published rubric

HOW IT WORKS

Every module ends in a decision.

Telecom content is easy to find. Judgment is what you are paying for. All three telecoms.training programmes run on the same architecture, so the certificate at the end reflects what someone can now do.

01

Baseline diagnostic

Identify each participant's starting point before the first lesson, so progress can be measured against something real.

02

Short expert-led lessons

Delivered by experienced telecom practitioners and supported by current, dated operator examples.

03

Decision scenarios

Participants apply the content to realistic trade-offs in every module. Repeating it back is never enough.

04

A practical work product

A team strategy, presented and defended, plus a ninety-day commitment each delegate takes back.

05

Assessment and certificate

A final applied assessment marked against a published rubric. The certificate reflects demonstrated capability.

06

Reporting for L&D

Progress and outcome reporting at individual and cohort level, built for corporate learning teams.

INSIDE THE PROGRAMME: AN ILLUSTRATIVE DECISION SCENARIO

THE SITUATION

Your team is handed a fictional operator: its market, its network, its numbers and a set of proposals competing for the same capital. Private networks, network exposure, an AI programme and a satellite partnership all have sponsors. Each would change the network, the product, the commercial model and the organisation at once.

THE DECISION

With so many ways to build, run and monetise a network, which combination fits this operator, which do you leave alone, and can you defend that choice to the room?

WHAT YOU PRODUCE

A team strategy presented to the room and marked against the published scoring rubric, plus a ninety-day commitment each delegate takes back.

Illustrative example. Live scenarios use current, dated operator cases and, on cohort deployments, your own market and operator facts.

FOR L&D, TALENT AND TRANSFORMATION LEADERS

Measurement that goes beyond completion.

Each deployment begins with your priority roles and the decisions you need them to make better. Progress is then evidenced five ways.

	WHAT IS MEASURED	FOR THIS PROGRAMME
01	**Capability gain** Baseline and end-point scores compared across the intended decisions and skills.	Technology, commercial and financial trade-offs taken across functions.
02	**Applied evidence** Each participant's signature work product assessed against a published rubric.	The team strategy, presented and defended, marked against the published scoring rubric.
03	**Manager confirmation** A short 30- or 60-day check to confirm application in role.	Has the ninety-day commitment been delivered, and is the person contributing beyond their function?
04	**Business linkage** Connected to time-to-productivity, internal mobility, decision quality or strategic milestones.	Internal mobility, decision quality and readiness for broader roles.
05	**Cohort insight** Strengths, recurring gaps and recommended next steps, without exposing individual responses unnecessarily.	The Prediction Bank: what changed in the cohort's thinking between kickoff and the case.

THIS PROGRAMME'S ASSESSMENT

A team presentation, marked against a published scoring rubric

CERTIFICATE

Certificate of completion and capability report

WHAT ENTERPRISE BUYERS NEED TO SEE

Current
Scheduled content reviews and dated industry examples.

Relevant
Global framework, regional operator cases, optional organisation-specific scenarios.

Practical
Decision scenarios, tools and work products in every programme.

Credible
Experienced telecom practitioners and transparent learning outcomes.

Measurable
Baseline, assessment, applied evidence and cohort reporting.

Deployable
Individual access, facilitated cohorts and LMS-ready enterprise options.

TRACK RECORD

Built with operators, proven in the room.



CASE STUDY · MTN GROUP

The Telecoms Mini MBA, Group and five operating companies

2008
RELATIONSHIP SINCE

5 + Group
OPERATING COMPANIES

100%
OBJECTIVES MET, 2025 TO 2026

A leadership immersion connecting network investment, customer value, finance and execution, delivered to Group Technology, GTCIO, MANCO and cross-functional cohorts, with team capstones presented to executives.

This is the programme in the case study, rewired for the industry as it now is: eleven facilitated modules and a team case, delivered to one cohort or across an enterprise academy.

POST-COURSE FEEDBACK ACROSS INNOVATION NETWORK PROGRAMMES

100% said the course met its objectives	**98%** rated subject knowledge	**97%** rated presentation skills	**96%** rated quality of exercises	**96%** rated organisation of material	**95%** rated usefulness and relevance

ORGANISATIONS INNOVATION NETWORK HAS WORKED WITH

MTN Group **Vodafone** **UK Ministry of Defence** **Saudi Awwal Bank** **Google** **Microsoft** **HSBC** **University of Oxford** **LSE** **Northeastern University London** **Imperial** **UCL**

Full written case studies, with reference contacts, are available on request.

WHAT PARTICIPANTS SAY

In their words.

Telecoms Mini MBA participants, MTN Group, 2025 to 2026. Attributed by initials and role.

"It was enlightening. I would recommend that every newly onboarded employee do the course to better understand the industry, product offering as well as the strategies of the telcos."

G.L., Manager, IT Service Management

"Very necessary course even for people like me who've been here for 9 years. I learnt a lot."

U.M., Senior Manager, Technical Reporting

"Every employee needs to be afforded an opportunity to this training, especially Module 2, the Business of Telecoms."

N.M., General Manager, Technology Security

"The course detail was very good, excellent actually. It broadened my understanding of the various aspects of the telecoms industry and the case studies reinforced the learning."

Y.H., Consultant, Company Secretary

"I have learnt a lot more about how telecommunications work and can move my knowledge rating from 3 to a solid 7."

K.R., Manager, Incident Management

"This is an excellent programme. I would highly recommend this course to my colleagues."

M.S., Senior Manager, Global Account Management

"I would recommend this course to anyone who would like to sharpen their skills in the telco business."

A.K., General Manager, Cyber Defence

PROGRAMME DIRECTOR



Grant Vernon

Founder, Innovation Network and telecoms.training

Grant Vernon is an innovation strategist, keynote speaker, university lecturer and founder of Innovation Network. For 20 years he has helped enterprise, government and defence teams turn complex challenges into clear decisions and practical action, and helped their people build the capability to do it again without him. He teaches at Oxford, LSE and Northeastern University London, and speaks on innovation, AI productivity and deciding before the evidence is complete.

Programme faculty. Lessons and live sessions are delivered by experienced telecom practitioners with operator, vendor and regulatory backgrounds. [FACULTY PROFILES TO FOLLOW]

THREE WAYS TO TAKE IT

Pick the delivery route that fits the population.

ROUTE	WHAT YOU GET	BEST USED WHEN	FOR THIS PROGRAMME
On-demand	Individual access, self-paced modules, assessment and certificate.	Individuals or distributed populations need immediate access.	Not used for this programme. The team case and the Prediction Bank need a room, in person or live online.
Facilitated cohort	Instructor-led, onsite or online. Live sessions with experienced telecom practitioners, peer learning and capstone review.	Application, engagement and cross-functional learning matter.	**The standard delivery: one cohort, teams formed at kickoff, strategies presented to the room.**
Enterprise academy	Branded pathway, tailored cases, cohort support, analytics and LMS-ready deployment options.	Capability must scale across functions, regions or operating companies.	Across operating companies, with your own market and operator facts in every delivery.

THE PATHWAY

Three programmes. Three decisions. One pathway.

Enter the industry with confidence. Understand the whole telecom business. Shape and execute its future. This brochure covers the highlighted programme.

FOUNDATION

Telecoms Tech Accelerator

Get telecoms-fluent.

18 hours. Executives and managers new to telecoms. Output: 90-Day Telco Impact Plan.

STRATEGIC · THIS PROGRAMME

Telecoms Mini MBA

Rewired. Lead the business as it now is.

11 modules plus a team case. Managers, specialists and high potentials across functions. Output: a team strategy, presented and defended.

EXECUTIVE

Effective Telecoms Strategy

Shape the future.

28 hours. C-suite, VPs, directors and strategy leaders. Output: strategy-on-a-page and execution roadmap.

Unsure where to start? Tell us your role and we will recommend a programme.

WHY TELECOMS.TRAINING

Judgment, not content

Telecom content is easy to find. Every module here ends in a decision, applied to a realistic trade-off and captured in a tool you keep.

Current and dated

Lessons are supported by current, dated operator examples and reviewed on a schedule, so what you learn matches the market you work in.

Measured, not just completed

A baseline, an applied work product marked against a published rubric and a manager check. The certificate reflects what you can now do.

Before and after

Every delegate seals predictions at kickoff and sees them revealed at the end, so the change in thinking is visible to them and to their manager.

QUESTIONS WE ARE ASKED

How is the programme delivered?

Eleven facilitated, interactive modules with team exercises in every one, then a team case. The timetable is set per cohort.

Is it an accredited MBA?

No. It is a practical executive programme that covers the whole business of telecoms as it now is, and ends with a team strategy rather than a degree.

What is the Prediction Bank?

Every delegate seals predictions about the industry at kickoff. They are revealed at the end, so you can see exactly what changed in your thinking.

Can we use our own numbers?

Yes. Each delivery uses your own market and operator facts, and works for technical and non-technical delegates in the same room.

NEXT STEPS

1

Tell us the decision

Who you are developing and what you need them to do differently.

2

Get a recommendation

A programme or pathway, and an honest view on whether we are the right fit.

3

Start within weeks

Cohorts and academies are scoped with you, around your own market and operator facts.

Start with the decision you need to make next.

Individual access or corporate cohorts. Organisation-specific cases available. Cohort reporting for L&D teams. We reply personally, and we never share your details.

telecoms.training

Grant Vernon

Founder, Innovation Network and telecoms.training

grant@innovation-network.co

+44 20 3239 6962

Innovation Network, 71-75 Shelton Street, Covent Garden, London WC2H 9JQ

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