

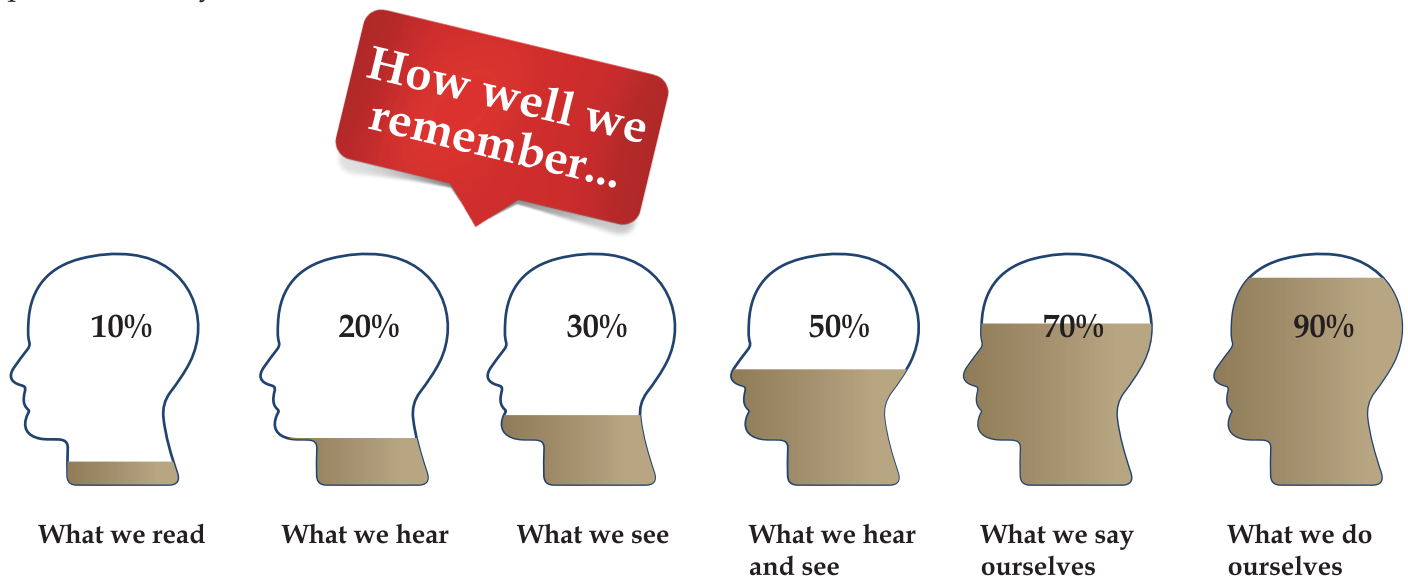
Building synergies between Africa and Europe



Training program

Business Simulations: Learning Business by doing Business

Business simulation creates real-life business scenarios in a risk-free environment that allows the candidates to engage with realistic business challenges in a way that will keep them intrigued throughout. They will relate to the materials being discussed and in that way corporates achieve more impactful learning experiences for employees and increase their level of satisfaction, commitment and productivity – during the learning process and beyond.



This type of learning can be applied to a number of training initiatives including the following:

- General business management
- Fostering leadership qualities
- Developing junior executives
- Working through specific organisational challenges
- Introducing business acumen and understanding to non-financial employees e.g. IT, marketing, logistics, etc.
- Advanced training for employees working in Finance, Controlling, Accounting, Treasury, etc.
- Behavioural training for executives and managers (group dynamics, effective communication, conflict resolution, etc.)
- As part of an Assessment Centre

Using business simulation games in corporate learning is a highly promising approach that holds the potential to motivate employees and to secure the development of lasting synergies. Our experienced trainers have coordinated countless successful business simulations with a wide variety of established multinational companies. Some comments from participants in these Simulation games are as follows:

“In three days, I have learned more than in two weeks at a traditional seminar”

“I have never had so much productive fun”

“Exciting, completed within a reasonable timeframe and rich in teaching – Definitely the best seminar I have ever attended”

“Top-trainer that delivers material that is relevant in practice”

Business Simulation

GENERAL MANAGEMENT

This course is the cornerstone of a comprehensive approach to managerial finance and strategic management. Participants will get important financial and strategic insights by means of the business simulation. Management teams will be competing against each other with the goal of maximizing shareholder value.

Subjects covered:

- Strategic Management
- Competitive strategies, Strategic positioning, Industry analysis, Organizational and financial requirements of growth strategies
- Marketing
- Product life cycle management, Forecasting market growth and market volume, time to market, entering new markets, lifecycle costing and creating marketing mixes
- Operations management
- Optimizing manufacturing capacity and asset utilization, dealing with uncertainty in demand, capital budgeting, working capital management and "Make or buy?" considerations
- Corporate finance
- Budgeting, cost accounting, cash budgets, creating shareholder value, managing exchange rate risk, short-term profits vs long-term success and cost cutting when markets decline
- Human resource management

Objectives and learning outcomes:

By the end of the seminar participants should be able to:

- Identify financial challenges executives have to deal with
- Establish long-term objectives, craft and implement a strategy
- Use financial ratios to analyze a firm's financial performance
- Convert financial ratios into decisions
- Prepare a company's financial pro-forma statements
- Develop strategic thinking and skills in strategic analysis
- Analyze the competitive environment and identify strategic opportunities and threats
- Balance conflicting objectives
- Make decisions in teams
- See the big picture and set priorities

Course structure and teaching methods:

Since the course emphasizes "learning by doing" active participation is key. Participants work in teams competing against each other. Each team will have to go through several accounting periods (years) with increasing complexity as they advance and will have 2 – 3 hours to work through each scenario incorporating the outcomes of the previous period. Every team needs at least one notebook. Training specific software is utilised by the teams and is then used to evaluate and rank the performances.

Target market:

Current as well as future generations of managers with a basic background in business, employees without a business background needing to develop their business acumen, employees involved in controlling, costing, accounting and treasury.

Course details:

- Duration is **Four days** (depending on the participants prior knowledge and identified training goals the duration could be adapted)
- Maximum **20 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **two instructors**

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Business Simulation LEADERSHIP

The leadership business simulation encompasses a range of realistic scenarios of a diversity of day-to-day leadership situations. These re-enactments are the highest form of learning, because the participants are faced with challenges that are the same as those they would encounter in reality. Learning by doing means participants are engaged and involved in a way that can alter even the most stubborn opinions and habits. It is only through this process that lasting and fundamental changes can be achieved in leadership.

The term “Leadership simulation” aptly explains what this course is about. As is the case with a pilot, they will prepare for the absolute worst-case scenario and need to undergo extensive training in how they will deal with that situation. It is only through the flight-simulator that such experience can be gained. It is much the same with leadership, where simulation is the only way the worst cases of a break-down in confidence can be contended with, dealt with and learned from. The same way a pilot needs to undertake countless hours of simulation before they are deemed ready to transport passengers, a leader can benefit immensely under the extreme pressure tests they would undergo during these simulations, preparing them for such eventualities in the day-to-day execution of their duties.

The participants have the opportunity to experience their leadership style in order to analyse the impacts their conduct will have on their colleagues and subordinates. Through the various phases of the simulation different departments such as human relations, marketing and distribution are dealt with. In each phase participants will take up different roles, representing either the regional manager, department manager or relevant colleagues. The simulations are run in real-time and participants will need to deal with day-to-day tasks through a part of the work day where they will engage in a range of trouble-shooting scenarios with the same pressures as in real-life. The result is a full-scale virtual simulation of real work situations.

This process is then followed by intensive feedback phases in which each participant will evaluate the impacts of their leadership conduct and discuss ways to further develop productivity. To conclude, these teachings are then summarised through a multiplayer simulation in conjunction with relevant theory.

Objectives and learning outcomes:

- Practice and reflect on leadership conduct
- Analyse leadership values and motivations
- Reflect on teachings in regard to interpersonal competencies as the cornerstone of leadership abilities
- Situational inputs for appropriate instruments of leadership
- What conduct to use under extreme and unforeseeable worst-cases scenarios played out in a realistic setting
- Strengthening the ability to deal with feedback in a systematic and constructive manner

Target market:

Current as well as future generations of organisational managers and project managers

Course details:

- Duration is **Four days** (depending on the participants prior knowledge and identified training goals the duration could be adapted)
- Maximum **12 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **three instructors** to facilitate in depth one-on-one development

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Business Simulation

STRATEGY DEVELOPMENT

The strategy development simulation is unique in that it is based around the real projects of your organisation: What will your portfolio of products and services be made up of in 2025? What will your organisational structures look like in 2025? If we were to engage in acquisitions, which organisations will we consider using which strategic considerations?

These and similar questions relating to organisational strategy enables participants to develop in their real environment and to align strategic projects to operational efficiency. The first step is an in-depth analysis of the current parameters for strategy development, including both the strengths and weaknesses of one's own organisation as well as the market and competitive forces that prevail. The next step is to determine the trends in which the strategic considerations need to be evaluated.

The session will be led with a variety of strategic instruments including SWOT analysis, Porters Five Forces, MC Kinsey-Portfolio-Matrix, utility analysis, cost-benefit analysis and strategy wheel in conjunction with decision and structural aids. Based on this information a strategy is then formed step-by-step. As a result, a clearer picture of the strategic objectives and steps that need to be taken to achieve these goals emerges in a virtual environment.

This engagement with real considerations in the context of one's own organisation, on the one hand leads to factual clarity about relevant strategic questions participants bring with them. On the other, it also engages participants in concrete strategic decision making and how to align these strategies in an operational context, which they will practice at length.

Objectives and learning outcomes:

- Introduction to strategic management, what is a strategy, what makes a good strategy, what types of strategies exist
- **Phase 1:** status quo analysis of your company (SWOT, strategy wheel) and markets analysis (Porters five forces, Harvard strategy list) of competitors, clients and suppliers to analyse the competitiveness of your relevant market; macroeconomic PESTLE analysis (political, economic, social, technological, legal and environmental influences)
- **Phase 2:** status quo analysis concerning the examined topic (e.g. product portfolio, sales channels, org-structure)
- **Phase 3:** Trends and outlook analysis concerning the examined topics; creation of a future vision
- **Phase 4:** Gap analysis of the status quo analyses and vision under consideration of the trends; development of solution packages out of these
- **Phase 5:** development of a management presentation with the results that have been worked out
- **Phase 6** (optional) presentation of the results and suggestions to senior managers of the company

Target market:

Senior management, decision makers and strategy specialists

Course details:

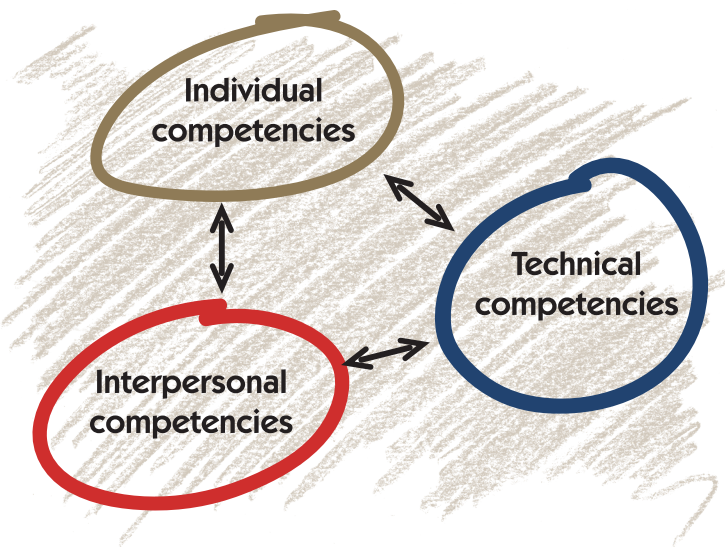
- Duration is **Four days** (depending on the participants prior knowledge and identified training goals the duration could be adapted)
- Maximum **16 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **two trainers**

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Program for Management MANAGEMENT EXCELLENCE

Our top training program for management! Held by very experienced senior trainers from Europe, who have extensive experience as consultants or business leaders, therefore ensuring real-life business relevance. The program delivers central technical knowledge as well as developing the managers individual competencies (How should I behave and organise myself) and interpersonal competencies (How should I engage and interact with others).



"Individual competencies are the basis of our interpersonal and technical competencies, forming the way we do and how we develop."

Part 1: Personal skills in business management (4 days)

- Time management
- Self-organisation
- Rhetoric and presentation techniques
- How do I make good decisions
- Handling of professional challenges
- Stress-management
- Mental Self leadership as a business success factor
- Getting to know yourself better (personal vision, motives and attitudes)
- Reflection, feedback

Part 2: Business strategy, planning and performance management (4 days)

- The strategic management process and its relevance
- Fundamental concepts in strategic management
- Basic competitive strategies and strategic positioning
- Successful implementation of strategies
- Modern budgeting, forecasting and volatility
- Cost management and cost control
- Management reporting and decision support

Part 3: Successful Leadership (4 days)

- Leadership vs Management
- The role of a leader – my leadership role
- Leadership styles
- How to understand people (employees) – psychologic basics and models about how human beings function.
- Empathy: From understanding of human beings to effective leadership
- Motivation: What works, what doesn't
- Delegation and re-delegation
- Employee dialogues and negotiation techniques
- Trends in leadership (lateral leadership, dislocated leadership, generation management)
- How to create innovative organisations and teams (failure culture and self-organisation)
- Agile organization, agile leadership

Part 4: General Management (Business Simulation, 4 days)

- Identify financial challenges executives have to deal with
- Use financial ratios to analyze a firm's financial performance
- Convert financial ratios into decisions
- Prepare a company's financial pro-forma statements
- Develop strategic thinking and skills in strategic analysis
- Analyze the competitive environment and identify strategic opportunities and threats
- Establish long-term objectives, craft and implement a strategy
- Balance conflicting objectives
- Make decisions in teams
- See the big picture and set priorities

Target market:

Current as well as future generations of senior and middle managers

Course details:

- Duration is **16 days**, made up of four blocks of four days each
- Maximum **16 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- It is recommended to conclude the Four training blocks within a period of Six to Nine months
- Training is conducted with **two trainers**

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EFFECTIVE PRESENTING

All aspects of an effective presentation are covered in this course. Presentations are practiced in practical ways and as such key skills are strengthened.

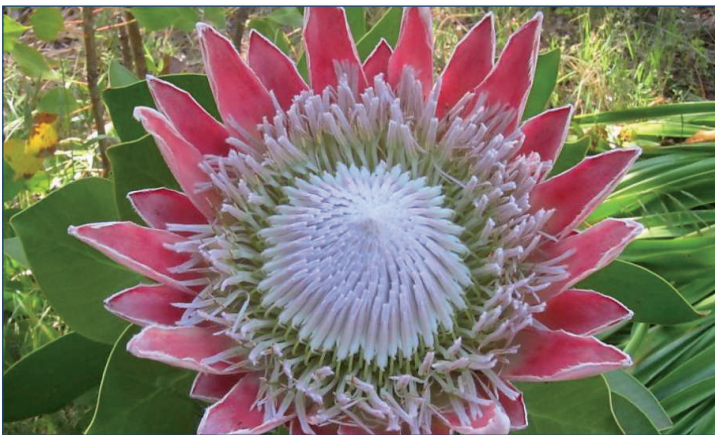
These includes both individual presentations as well as group presentation with multiple participants to fictitious client committees. Emphasis is placed on observed presentation behaviour through video technology and different types of in-depth feedback on individual presentation performance.

Objectives and learning outcomes:

- Construction of a successful presentation – what are the key points and how do you bring these across
- Analysis of the target market of your presentation – expectations, roles and needs
- Visualisation techniques and how to utilise different types of media
- Personal appearances – speech, voice, posture and making contact with the audience
- How to professionally introduce and conclude your presentation
- Tips and tricks on how to effectively use presentation aids
- How to direct your audience, organise, manoeuvre and connect them to your message

Target market:

Managers, team leaders, project managers and employees that seek to improve their presentation skills



Course details:

- Duration is **Three days**
- Maximum **16 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **two trainers**

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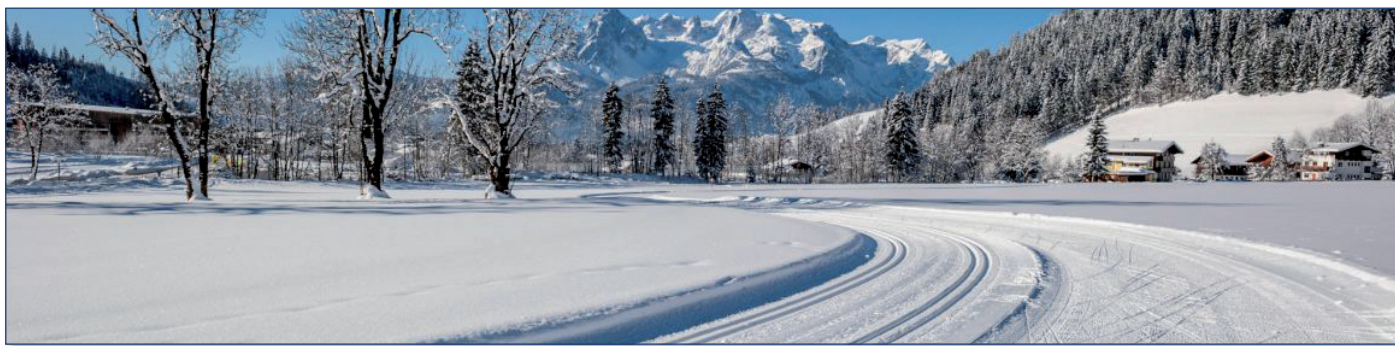
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SUCCESSFUL LEADERSHIP

Leadership has time and time again proven to be the cornerstone of what makes a successful management team and organisation. With proper leadership, company hierarchies and processes become more efficient, meaning better translation of the organisation's goals and objectives.

A successful management team will need to master all facets of leadership which include a focus on results, the ability to see the big picture, understanding how to further develop your own leadership potential, targeted implementation of leadership tools, situationally appropriate behaviour and the key ability to motivate and drive your teams in any situation.

This program combines cutting-edge advances in leadership with extensive practical experience. The key factors that contribute to successful leadership are examined in conjunction with day-to-day challenges managers might face and the psychological background around leadership. Participants are taught the ability to reflect on their own leadership conduct and thereby identify deficiencies in their leadership style. Armed with this knowledge they can then overcome their shortcomings and build on their strengths.



Objectives and learning outcomes:

- Leadership vs Management
- The role of a leader – my leadership role
- Leadership styles
- How to understand people (employees) – psychological basics and models about how human beings function.
- Empathy: From understanding of human beings to effective leadership
- Motivation: What works, what doesn't
- Leadership with a focus on the achievement of goals
- Delegation and re-delegation
- Employee dialogues
- Negotiation techniques
- WHY-HOW-WHAT – effective leadership communication
- Global transformations need new ways of collaboration and organizational cooperation, which needs new leadership skills
- Trends in leadership (lateral leadership, dislocated leadership, generation management)
- How to create innovative organisations and teams (failure culture and self-organisation)
- Agile organization, agile leadership

Target market:

Current as well as future generations of senior managers, team leaders and project managers

Course details:

- Duration is **Five days**
- Maximum **16 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **two trainers**

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MANAGING MYSELF IN THE BUSINESS WORLD

Managing oneself and their conduct well leads to efficient working. Our presence is pivotal in this regard and determines how we are perceived, how assertive we can be and ultimately how successful we are. This program affords the manager the opportunity to contemplate and reflect on their own presence and what methods and techniques they can use to improve their position.

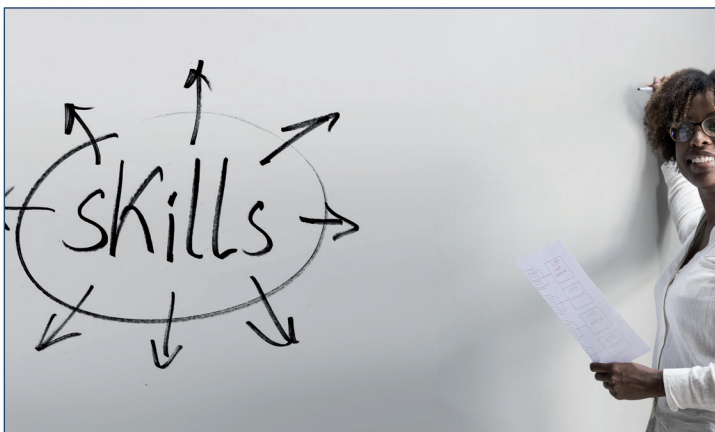
Throughout this program, tried and tested methods of self-organising, working techniques and time management are taught for the participants to learn how to effectively use their time on day-to-day duties to ensure they have enough available for critical tasks. Also, emphasis is placed on how participants deal with the ever-growing demands of the workplace. Here they will learn techniques that will help them to construct their days in such a way that they can manage and by developing their mental capacities can thrive.

Objectives and learning outcomes:

- Time management
- Self-organisation
- Rhetoric and presentation techniques
- How do I make good decisions
- Handling of professional challenges
- Stress-management
- Mental Self leadership as a business success factor
- Getting to know yourself better (personal vision, motives and attitudes)
- Reflection, feedback

Target market:

Managers, team leaders, project managers and employees that seek to improve their individual competencies



Course details:

- Duration is **Five days**
- Maximum **16 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **two trainers**

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INTRODUCTION TO FINANCIAL CORPORATE MANAGEMENT

Effective financial control forms the foundation for successful corporate management. For any important decision made within an organisation, the financial implications in relation to areas like procurement, sales, production, research and development are important to understand.

This program delivers key insights into the most vital methods and systems utilised in an organisation's accounting structure. Emphasis is placed on the theoretical foundations that cover the question to how these systems serve as the basis for organisational decision-making and if implemented correctly lead to better decisions and are a driving force for organisational success. Through the delivery by trainers with countless years of real-life experience, the program will utilise actual examples and allow participants to draw parallels to their own organisations, thereby making the process relatable and providing tangible outcomes.

Objectives and learning outcomes:

- Strategic corporate management
- Effective planning and budgeting
- Management Reporting
- Financial year-end, constructing and analysing the P&L
- Setting goals and constructing cost controlling systems
- Challenges managers face with investment and financing decisions
- Utilising and understanding the limitations of the capital budgeting process
- Foundations of corporate finance and its pro and cons
- Calculating and understanding key ratios on returns and financing

Target market:

Current as well as future generations of organisational managers and project managers, employees without a business background needing to develop their business acumen, employees involved in controlling, costing, accounting and treasury.



Course details:

- Duration is **five days**
- Maximum **16 participants**
- Training will be run at the facilities of the organisation in question
- Dates can be arranged flexibly to suit the client
- Training is conducted with **two trainers**

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HBTrue – Training partner for top know-how of your employees

Employee know-how is increasingly becoming a deciding competitive factor in business organisations. Ongoing skills development in employee's business expertise is, therefore, of utmost importance in a fast-paced, ever-evolving business environment.

HBTrue Africa combines the knowledge and expertise of both European and South African experts, experienced business people and entrepreneurs. Our management team, as well as trainers, have extensive experience in training, consulting and running businesses in Austria, Germany and South Africa. All our training is held by senior trainers, who have extensive experience as consultants or business leaders, therefore ensuring real-life business relevance.



Herbert Brandner
Managing Director

Our objective is to conduct training with the greatest possible benefit to your organisation. To do this our listed programs can all be tailored to the specific needs of your organisation.

*Education is the most
powerful weapon which you
can use to change the world.*

Nelson Mandela

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