

Beyond

# Training Catalogue 2024

AIRBUS





# Scheduled Courses

## Key performance 2024\*

Average Satisfaction Rate: 4,65/ 5

Average Recommendation Rate: 4,98/ 5

Trainer Subject Knowledge Rate: 4,83/ 5

Support to Daily Work Rate: 4,59/ 5

99% of respondents recommend our training

\*Updated June 2024

90,5% of respondents recommend our training



La certification qualité a été délivrée au titre de la catégorie d'action suivante:

ACTIONS DE FORMATION



Airbus Beyond is a PMI Registered Education Provider (R.E.P)

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# What are the accessibilities for people with disabilities?

## Disabled participants - mechanisms

### Definition of disability under the French law of 11 February 2005

Article 114 of French law no. 2005-102 on equal rights and opportunities, participation and citizenship for \people with disabilities defines the concept of disability:

“For the purpose of this law, a disability is any limitation of activity or restriction on participation in social life suffered by a person in his or her environment as a result of a substantial, lasting or permanent impairment of one or more physical, sensory, mental, cognitive or psychological functions, a multiple disability or a disabling health condition”.

**\*updated January 2023**

## Airbus Beyond strives to make its training courses accessible to all

### Examples of adaptations:

- Each participant receives and leaves with the course material and the course practical workbook;
- Access to a lift;
- Access to dedicated parking spaces;
- Possibility of using an audio and/or visual recorder;
- Notes can be taken using a computer or tablet;
- Possibility of getting help from external organisations such as LSF interpreters, note-taking aids, etc.

We advise you to discuss this with our training coordinators as soon as you register.

We work in partnership with independent organisations specialised in disability adaptations to ensure that we meet your needs as best as we can.

### Access

Delivery dates are going to be scheduled in a minimum of 6 weeks after the PO reception

# Quelles sont les possibilités d'accès pour les personnes handicapées?

## Le stagiaire en situation de handicap - dispositifs

### Définition du handicap selon la loi du 11 février 2005

La loi n°2005-102 pour l'égalité des droits et des chances, la participation et la citoyenneté des personnes handicapées a, dans son article 114 définit la notion de handicap: «Constitue un handicap, au sens de la présente loi, toute limitation d'activité ou restriction de participation à la vie en société subie dans son environnement par une personne en raison d'une altération substantielle, durable ou définitive d'une ou plusieurs fonctions physiques, sensorielles, mentales, cognitives ou psychiques, d'un polyhandicap ou d'un trouble de santé invalidant».

## Airbus Beyond s'efforce de rendre ses formations accessibles à tous

### Exemples d'aménagements

- Chaque stagiaire dispose et repart avec le support de cours et le cahier de travaux pratiques de la formation suivie;
- Accès à un ascenseur;
- Accès à des places de parking dédiées;
- Utilisation possible d'un enregistreur audio et/ou visuel;
- Prise de notes possible par ordinateur ou tablette;
- Possibilité de faire intervenir des organismes extérieurs d'aide tels que des interprètes en LSF, des aides à la prise de notes, etc

Des délais d'instruction sont nécessaires avant la mise en place de ces différents dispositifs, nous vous conseillons d'en parler dès l'inscription à nos coordinateurs de formation.

Si toutefois les aménagements proposés n'étaient pas suffisants pour vous permettre de suivre nos formations, nous nous verrions dans l'obligation d'annuler votre inscription et de vous proposer une réorientation vers d'autres solutions via notre réseau de partenaires associatifs locaux.

**Beyond**

## 01 Quality

- Quality Fundamentals for Production
- Implementing & Boosting APQP
- APQP Champions
- APQP Masters
- APQP for Managers
- APQP Core Tools
- Practical Problem Solving

## 02 Programme & Project Management

- PM Foundations
- PM Advanced
- People Make the Difference
- Practice Agile Scrum for Projects
- Risk & Opportunity Management

## 03 Procurement & Supply Chain Management

- Be An Airbus Supplier
- IPCA+ for suppliers
- IPCA+ Self-Assessment
- Mastering International Negotiations
- Transfer of work

## 04 Finance

- Aircraft Operating Lease Market
- Aircraft Asset Management
- Aircraft Financing for Non Financiers
- Cash Awareness
- Business Case Strategy and Financials
- Customer Mindset
- Inventory Management

## 05 Airline Operations

- Airline Fleet Planning
- Strategic Airline Management
- Commercial Aspect of Aircraft Maintenance
- Introduction to Civil Aviation

## 06 Leadership

- Future Leader Programme
- First Line Manager Programme
- Experienced Manager Programme
- Senior Manager Programme
- Expert Programme
- Soft-skills modules

## 07 Sustainable Aviation

- Civil Aviation
- Decarbonisation
- Sustainable Aviation fuel

# Index

Beyond

# APQ Quality

- Quality Fundamentals for Production
- Implementing & Boosting APQP
- APQP Champions
- APQP Masters
- APQP for Managers
- APQP Core Tools
- Practical Problem Solving

# 01 Quality Fundamentals

Quality

Dive into the fundamentals of quality and unlock your potential to improve product, service performance and the efficacy of your teams.

Learn about quality basics, methodology, quality standards, surveillance principles and much more.



6,5 h



### Language

English/French/  
German/Spanish



### Fee

Customised quote  
upon request



14 participants

## Learning objectives

Provide awareness of quality fundamentals

Understand the importance of Quality in all we do

How to encourage employee Speak Up and promote a proactive approach

## Course content

Quality principles/value, mission, vision, objectives and standard definition

QMS Definition (Knowledge of the QMS, legal, mandatory (DOA, POA...) and voluntary requirements (EN91xx etc.) policies, directives, processes, methods and associated documentation)

Audit and Assessment

Quality methodology - APQP as pillar of QMS

Voice of the customer – understanding the needs of the customer and how to ensure results that meet/exceed customer expectations on Quality, on Time and on Cost

Human Factors - FOD prevention, Product Safety and liability

## Methods & Evaluation

Examples and debrief

Discussion and brainstorming

Continuous control through practical activities and/or QCM's

## Who should attend?

Production Operators

Quality inspectors, Quality Line Side

Team leaders and QOMs

Quality Conformance Managers

## Pre-requisites

There are no prerequisites for attending this course



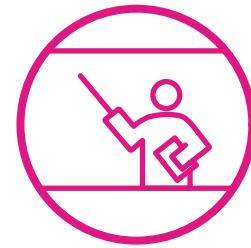
# 01 Implementing & Boosting APQP

Quality

Get a better understanding of APQP methodology and how to implement it in the workplace through groupwork and an interactive game.



1 day



### Language

English/French/  
German/Spanish



### Fee

Customised quote  
upon request



12 participants

## Learning objectives

You will be able to support the deployment of APQP Methodology

Understand the APQP model and related processes

Actively contribute to an APQP project and help assessments Key Business Deliverables from the APQP model

## Course content

Manage an APQP project from the start and experience the effectiveness and added value of this end-to-end process

Perform risk analysis to help you select the level of monitoring necessary for APQP projects

Identify the right skills and select the Multi-Functional Teams that will ensure the success of your APQP projects

Learn to determine key Business Deliverables that are critical to the quality of your APQP project

Learn how to build a robust Quality Plan Timing, essential pillar of a successful APQP approach

Become aware of the reporting criteria for effective deliverable assessments

## Methods & Evaluation

Blend of theoretical content and practical exercises in virtual or traditional classrooms

Engage in practical activities in teams and use-case studies

## Who should attend?

Engineering Manager, Quality Engineering

Project Manager

Work Package Leader, Project Leader

Programme and Quality Manager

APQP Leader, Quality Responsible

Deliverable Assessor

Quality Assurance Manager

## Pre-requisites

Basic Knowledge of Quality tools or industrial experience (6 months)



# 01 APQP Champion

Quality

Learn how to effectively lead, coach and implement APQP strategies based on in-depth understanding of the complete process.



3 days



### Language

English/French/  
Spanish/ Chinese



### Fee

Customised quote  
upon request



12 participants

## Learning objectives

Gain a deep understanding of the APQP methodology

Learn how to apply the APQP methodology and related methods with other multi-functional team members

Develop the skills to analyse problems, choose the right methodology, and explain the application of the method to APQP practitioners

Be able to train, guide, and coach APQP practitioners to apply the methodology and other APQP network members as part of their self-development

## Course content

How to present, select, and facilitate key APQP deliverables

An overview of the APQP model and implement APQP deliverables

How to manage a Kick Off session and element applicability matrix workshop

How to facilitate and lead workshops

How to assess KBDs and report on progress

How to find the appropriate rationale to explain and communicate about APQP

## Methods & Evaluation

The course will be taught in English, but can be arranged in other languages upon request

The course will cover theoretical content and practical exercises, either in a virtual or traditional classroom setting

Practical activities will be conducted through exercises, use-case studies, and group discussion

Continuous control will be through practical activities and/or QCM's

## Who should attend?

Engineers

Project Managers

Work Package Leaders

Program Quality Managers

Quality leaders, such as APQP leaders, CTQ assessors, and quality assurance engineers

## Pre-requisites

Basic knowledge of Quality tools or industrial experience (6 months)

# 01

## Quality

# APQP Master

Embark on the APQP Master course and develop your coaching skills to enhance your soft skills and ability to promote APQP methodology excellence at all levels of the organisation.



2 days



### Language

English/ French



### Fee

Customised quote upon request



12 participants

## Learning objectives

Gain a deep understanding of the APQP Methodology

Develop your soft skills to enhance your coaching and ability to mentor and guide others

Act as a focal point to promote application and improvement using APQP methodology

Interpretation of a realisation model

Be able to perform diagnosis of a situation and come up with a solution

## Course content

Introduction to Champion vs Master

Principles - Why do we do all of that?

Influencing - Gaining management support

Convincing stakeholders

Guiding - coaching - animating network

Empowerment-self assessment-peer coaching

## Methods & Evaluation

You will be evaluated through business simulation, mixed with action and social learning

Experienced trainer throughout the course

Continuous control through practical activity

## Who should attend?

APQP Practitioners or APQP Champions

## Pre-requisites

APQP Champion

APQP Level 2 or equivalent

At least 1 year of experience with APQP is necessary

# 01 APQP for Managers

Quality

Are you ready to embark on a thrilling journey into APQP Principles?

Get ready to discover the multifunctional team, quality plan timing, early warning and management support.



4 hours to 1 day



### Language

English/French



### Fee

Customised quote upon request



18 participants (virtual or traditional classroom)

## Learning objectives

Be clear on the benefits of APQP and the risk of not applying them

Identify the key levers to apply effectively APQP in an organisation

Emphasise when and how management can support the deployment of APQP

Discuss concrete steps management will take to overcome obstacles and exploit opportunities in their ecosystem

## Course content

Interactive classroom or virtual seminar tailored for senior and middle managers

Improve your soft skills to ensure that your team actively participates in the application of APQP

Be able to understand APQP methodology and key core tools

## Methods & Evaluation

Simulation and discussions through practical activity

## Who should attend?

Engineering

Project Manager

Work Package Managers, Product Managers

Leader Programme

Quality Manager

Middle or Senior Managers

Quality Responsible APQP

Lead Assessor

Quality Assurance

Supply Chain and Procurement

## Pre-requisites

There are no prerequisites for attending this course.



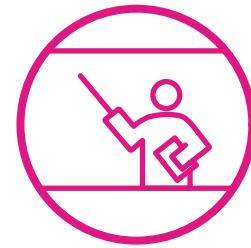
# 01 APQP Core Tools

Quality

Through theory & practical exercises discover quality Core Tools and put them into practice in the frame of APQP methodology.



2 days



### Language

English/ French/ German/ Spanish



### Fee

Customised quote upon request



12 participants

### Learning objectives

Understand the purpose and function of each Quality Core tool and how to implement them in real life scenario

Learn how to apply Quality Core Tools

Know the value of connecting APQP Core tools in the frame of APQP methodology

Provide insight to Key Business Deliverables (KBD) assessors of each Core tool

### Course content

Present each Quality Core Tool and learn how to apply them

Discover the lifecycle & implementation steps of APQP methodology

Learn the value of connecting APQP Core Tools in the frame of APQP projects or without APQP triggers

Share tips for KBD assessors on each Core Tool and emphasize their necessary interconnections

### Methods & Evaluation

Through theory & business simulation

Experienced trainer throughout the course

Continuous control through practical activity

### Who should attend?

APQP Masters and Champions

Supply Chain Quality Specialists and Managers

Quality Conformity Managers

Design Engineers, Manufacturing Engineering

Quality Engineers

Programme Quality

### Pre-requisites

APQP awareness, basic quality standard understanding

# 01 Practical Problem Solving

Quality

Introduction to Problem Solving Fundamentals for suppliers and airlines.  
If you are a supplier or working in an airline you will be able to learn through a real case scenario based on your work.



1 day



### Language

Training Materials: English | Training: English/French



### Fee

Customised quote upon request



12 participants

### Learning objectives

- Know when to apply problem solving methodology
- Understand and implement the 9S Methodology
- Understand when to use Basic problem solving tools
- Decide and understand in which situation 9S needs to be launched, escalated, transferred and close
- Assess the quality of your problem solving standard application

### Course content

- Learn what it is Practical Problem Solving and when to use it
- Introduction to each one of the 9S Methodology
- You will learn and practice from analysing a case study with real life events

### Methods & Evaluation

You will be evaluated by practical exercise

### Who should attend?

For everyone who needs better understanding on how to solve a problem by following the 9S methodology in an aircraft manufacturing company

### Pre-requisites

There are no prerequisites for attending this course

Beyond

# Programme & Project Management

- PM Foundations
- PM Advanced
- People Make the Difference
- Practice Agile Scrum for Projects
- Risk & Opportunity Management



# 02 PM Foundations

Programme & Project Management

Develop your approach to Project Management foundations.



3 days



### Language

English/French



### Fee

Customised quote upon request



12 participants

## Learning objectives

Reinforce a harmonised approach for Project Management

Be able to apply the PM processes and methods

Ensure that the PM culture and mind-set for project success is applied

## Course content

PMBOK V6 Definitions + 10 knowledge areas and 5 processes

Project Life Cycles

Initiate Project : Project Charter, Business Case, KoM

Plan : Scope Management (PBS, WBS), Scheduling, Budgeting (S Curve), Resource allocation, Gantt Chart, Critical Path, Quality, Select suppliers

Risk & Opportunity Management

Execute Project - Stakeholder Management & Resource Management

Monitor & Control Project : process, tools, KPIs, status report, visual management

Close : Lessons Learnt

## Methods & Evaluation

Theoretical content delivered in classroom

Practical activities through use-case studies

Continuous control through practical activity and/or QCM's

## Who should attend?

Project Managers

WPL

PMOs and any stakeholder

## Pre-requisites

There are no prerequisites for attending this course

# 02

Programme & Project Management

# PM Advanced

Develop your project management processes.



3 days



### Language

English/French



### Fee

Customised quote upon request



12 participants

## Learning objectives

Gain more in-depth knowledge on critical PM processes

Covering Business Case, Planning, Suppliers Management and Earned Value

## Course content

Change Management

Business Case

Make Or Buy Policy

Plan Complex Project - xBS, Gantt, Integrate and Negotiate

Select Suppliers & Negotiate contracts

Risks and Opportunities Provisions Management

Manage Supplier - Monitoring & Controlling

Use Earned Value

Manage Efficient Meetings/Reviews

Close - Handover Complex Project

## Methods & Evaluation

Theoretical content delivered in classroom

Experienced trainer throughout the course

Continuous control through practical activity and/or QCM's

## Who should attend?

Project Leaders

PMO involved in Large and Complex Projects

## Pre-requisites

At least 5 years experience in Project Management

Attendance to «Project Management Foundations» or similar training

# 02 People make the difference

Programme & Project Management

Improve the performance of project teams working on behaviors and human factors.



3 days



### Language

English/French/  
German/Spanish



### Fee

Customised quote  
upon request



12 participants

## Learning objectives

Enhance the performance of project teams working on Human factors and soft skills

Developing the motivation of the team and of each individual

Defining roles and responsibilities of project team members

Managing project team members' development through delegation

Resolving problems and conflicts as a project team

Understanding the client's objectives

Building a communication plan with the project team, the client and functions

## Methods & Evaluation

Theoretical content delivered in classroom

Practical activities through Role Plays and small group work

One (or more) experienced trainer throughout the course

Continuous control through practical activity and/or QCM's

## Course content

How to motivate, communicate, delegate and give Feedback

Rosenthal Effect

Energy management, roles and responsibilities

Team Dynamic : Tuckman Model

Situational Leadership styles Model II

Manage Conflict - Thomas Kilman

Project Team, roles and responsibilities

## Who should attend?

Project Leaders: PM officers / PM BPs

Head of Project Management Operations

Project Team Members

## Pre-requisites

No prerequisite. However attendance to the PMF course is preferable



# 02 Programme & Project Management

## Practice agile scrum for projects

Dive into this course and gain an overview of agile & scrum practices.



1 day



### Language

English/French



### Fee

Customised quote upon request



12 participants

### Learning objectives

To experience the principles and practices in an Agile context

### Course content

Introduction to agility

Identify best practices to be more efficient in a time-constrained environment

Identify some of the agile principles: customer vision, acceptance criteria, contract

### Methods & Evaluation

Practical activities through sprint simulation

Experienced trainer throughout the course

Continuous control through practical activity

### Who should attend?

The course is open to anyone interested in gaining an overview of the advantages of the agile methodology

### Pre-requisites

There are no prerequisites for attending this course

# 02

Programme & Project Management

# Risk & Opportunity Management

Learn how to control the business risk and opportunities and ensure that long and short term objectives are fully achievable.



1 day



**Language**

English



**Fee**

Customised quote upon request



16 participants

## Learning objectives

Understand and use a common language

Act and report on risks, and avoid fire-fighting

Recognise and manage opportunities

## Course content

Risks & Opportunities management principles

Risks & Opportunities identification and description

Risks & Opportunities assessment

Risks & Opportunities action management

Risks & Opportunities monitoring and reporting

Adopting a Risks & Opportunities management culture

## Methods & Evaluation

Learn throughout a business simulation

Academic, mixed with action and social learning

Continuous control through practical activity

## Who should attend?

Everybody that wants to learn about Risks & Opportunities management project managers, work package leaders, PM BPs with already a good experience of Risk & Opportunity Management

## Pre-requisites

There are no prerequisites for attending this course (for fundamentals & simulation)

For risk & opportunity management proficiency, Risk & Opportunity Management fundamentals is a prerequisite

Beyond

# Procurement & Supply Chain Management

- Be An Airbus Supplier
- IPCA+ for suppliers
- IPCA+ Self-Assessment
- Mastering International Negotiations
- Transfer of work

# 03

Procurement & Supply Chain Management

## Be An Airbus Supplier

Embrace global aviation standards and gain a detailed understanding of the Airbus supplier requirements, so you can prepare for and meet Airbus expectations.



3 days



### Language

English/French



### Fee

Customised quote upon request



16 participants

### Learning objectives

Understanding Airbus Supplier requirements (ASR/GRAMS/GRESS)

Know the business requirements applicable to all Airbus Suppliers

Meet Airbus expectations and understand how to implement the international aeronautical quality standards

### Course content

Introduction to Aeronautical Regulations and rules

Detailed insights into Airbus History

Understanding of Airbus Supplier Requirements

Best practice and overview of the associated support documents and tools

Building and preparing key milestones in order to be compliant with Airbus contractual requirements and aeronautical regulations

Implementing or enhancing your processes and organisations in order to meet and surpass Airbus expectations

### Methods & Evaluation

Practical activities through exercises, use-case study and Group work

Continuous control through practical activity and/or QCM's

### Who should attend?

Airbus Potential and existing Suppliers

All tiers Suppliers within the aerospace industry

Suppliers dealing with flying and non-flying aircraft-related parts

Suppliers linked to airframe, material, cabin & cargo, propulsion, and equipment & systems sectors

### Pre-requisites

There are no prerequisites for attending this course



# 03

Procurement & Supply Chain Management

## IPCA+ for Suppliers

Elevate your industrial assessment capabilities with IPCA+, the gold standard in evaluating Supplier industrial capacity within Airbus Group.



2 days



### Language

English



### Fee

Customised quote upon request



12 participants

### Learning objectives

Explain the Industrial Process Capability Assessment Plus (IPCA+) process and the content in close relationship with the Airbus Supplier Requirements (ASR and /or GRAMS/GRESS modules 345)

Understand the associated documentation and prepare to perform IPCA+

Become familiar with the assessors ways of working

### Course content

Define the objectives, applicability, and Policy Team organisation

Learn the documentation of roles (questionnaire, agenda, report, etc.) and main process steps

Discover the assessment process - questionnaire, ranking, reporting

Understand the quality requirements

### Who should attend?

Current Tier-1 and sub-tier suppliers to Airbus

Potential suppliers invited to respond to Airbus Call for Tenders or those already involved in the process

### Methods & Evaluation

Blend of theoretical content and practical exercises in virtual or traditional classrooms

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Continuous monitoring through practical activities

### Pre-requisites

There are no prerequisites, however we recommend you have attended the 'Be An Airbus Supplier' training or have some knowledge of the Airbus Supplier Requirements

# 03

Procurement & Supply Chain Management

## IPCA+ Self Assessment

Jump in to a 4 days learning experience and elevate your knowledge in Industrial Process Capability Assessment and Airbus Supplier Requirements.



4 days



### Language

English/French



### Fee

Customised quote upon request



16 participants

### Learning objectives

Understand the Industrial Process Capability Assessment Plus process and content

Gain in-depth knowledge of Airbus Supplier Requirements (ASR/GRAMS/GRESS)

Identify, analyse and anticipate any potential gaps within your company

### Course content

Use Airbus tools (IPCA+/PCMA) and IAQG tools (SSCA/PPDAC)

Build an action plan to close potential gaps in the future

Objectives, applicability and policy

Assessor qualification process

Team organisation and roles

Assessment process

### Who should attend?

Multi-functional team procurement, quality, supply chain, manufacturing, business development

Members of multi-functional teams in charge of preparing or implementing a Call For Tender with Airbus

### Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Continuous control through practical activity and/or QCM's

### Pre-requisites

Completion of the IPCA+ AWARENESS e-learning before attending the course

# 03

Procurement & Supply Chain Management

## Mastering International Negotiations

Mastering International Negotiations empowers you to adeptly apply Harvard Method principles and effective strategies in navigating diverse styles, cultural nuances and challenging scenario.



3 days



### Language

English/French



### Fee

Customised quote upon request



14 participants

### Learning objectives

Understand the principles of Harvard Method of Principled Negotiations

Use a effective methodology for conducting successful negotiations

Understand your style and the different styles of your negotiation counterparts

Appreciate the behavioural aspects of negotiation regarding the cultural differences

Deal with difficult negotiation situations and negotiators

### Course content

The negotiation process and the Harvard Method

Impact of different cultures in negotiations

Personality types and how emotions can impact different negotiations

Influencing and effective application of leverage

Understanding the mindset of your counterpart

Dealing with difficult negotiation situations and inter-personal problems

### Who should attend?

Anyone involved in conducting or participating in business negotiations

International partnerships

Managing multicultural projects

### Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Continuous monitoring through practical activities

### Pre-requisites

There are no prerequisites for attending this course

# 03

Procurement & Supply Chain Management

## Transfer of Work

Learn how to effectively manage industrial activity transfers, ensuring seamless transitions and supplier oversight.



3 days



### Language

English/French



### Fee

Customised quote upon request



16 participants or 9 in virtual mode

### Learning objectives

Ensure proper control of the transfer of industrial activities, especially in situations of:

- Make-in to Buy-out;
- Change of supplier for a given product
- Change at supplier's

Be capable of implementing the process and tools when monitoring suppliers managing transfers

### Course content

Transfer of Work process

APQP alignment

Risk analysis

Gate reviews

Main project phases and deliverables

### Who should attend?

Procurement Roles

MFT Managers

Team members having to deal with work transfers

### Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Continuous monitoring through practical activities

### Pre-requisites

There are no prerequisites for attending this course



Beyond

# 4A

## Finance

- Aircraft Operating Lease Market
- Aircraft Asset Management
- Aircraft Financing for Non Financiers
- Cash Awareness
- Business Case Strategy and Financials
- Customer Mindset
- Inventory Management

# 04 Aircraft Operating Lease Market

Finance

Explore the dynamic world of aircraft operating leases. Discover how this financing tool benefits all stakeholders and master the various leasing models and financial structures.



3 days classroom /  
5 half days virtual



**Language**

English



**Fee**

Customised quote  
upon request



12 participants

## Learning objectives

Understand how operating leasing fits into the financing mix for civil aircraft

Know a variety of leasing business models in today's market

Explore the market from manufacturer, airline, and leasing company viewpoints

Negotiate an aircraft operating lease

## Course content

Leasing markets and unravelling the lessor business model

Understand the definitions, dynamics, and economics of aircraft operating leases

Strategic market perspectives from aircraft manufacturers

Leasing contract (LOI) term sheet and annex negotiation between lessor and operator

Stay up-to-date with the latest trends, including Sale and Lease Back (SLB), Japanese operating lease (JOLCO), ECA finance and leasing

Learn how to protect the residual value of aircraft

## Who should attend?

Sales, marketing, product support and finance

Professionals from supplier companies

Airline Professionals

Managers from financial

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Continuous monitoring through practical activities

## Pre-requisites

There are no prerequisites for attending this course

# 04

Finance

# Aircraft Asset Management

Be ready to take flight into the world of aircraft asset management.  
Understand the basics lessor strategies and tactics to successfully manage the aircraft.



3 days



Language

English



Fee

Customised quote upon request



12 participants

## Learning objectives

Understand the operator and lessor strategies and tactics

Learn how successful companies blend technical, commercial and financial skills to manage the aircraft over the leasing cycle tactics

Experience the realities of asset and lease management through

## Course content

Aircraft values and market dynamics

Leasing aircraft versus aircraft ownership

Influencing factors on management and operations

Asset-based funding techniques

Technical management and product support for second-hand aircraft

## Who should attend?

Manufacturers

Airlines Accounting

Lessors

Bankers

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Continuous monitoring through practical activities

## Pre-requisites

There are no prerequisites for attending this course

# 04

Finance

# Aircraft Financing for Non Financiers

Get a better understanding of airline business dynamics and how to manage revenue and costs over the aviation cycle. Gain insights into airline profitability and the aviation supply chain focusing on the MRO market.



4 days



Language

English/French



Fee

Customised quote upon request



12 participants

## Learning objectives

Learn the main aviation finance and insurance jargon

Analyse the financing structures used in today's aircraft market

Appreciate the objectives of airlines, lessors, bankers insurers and manufacturers

Understand the role of leasing market, manufacturer support and export credit

Learn about the role of capital markets in aircraft finance and the current market situation Aviation business drivers and financial impacts

## Course content

Understand airline financial performance and its implications for asset financing

Learn the main aviation finance

Building & assess the risks of financing structures

Appreciate the objectives of airlines, lessors, bankers, & manufacturers

Learn the role of capital markets in aircraft finance

## Who should attend?

Airline Professionals involved in contracts and finance

Manufacturer Commercial

Engineers and Technical Specialists

Bankers, Lessors, Advisors and Lawyers

## Methods & Evaluation

Engage in practical activities through use-case studies

Benefit from an experienced trainer and several business speakers during the course

Continuous monitoring through practical activities

## Pre-requisites

There are no prerequisites for attending this course



# 04

Finance

# Cash Awareness

Get ready to learn the skills to understand financial processes and implement the right strategies that will impact a cash position and key performance indicators of a company.



1 day



### Language

English/French/  
German/Spanish



### Fee

Customised quote  
upon request



12 participants

## Learning objectives

Explain how cash is moving within a company and impact on financial performance

Identify how actions, measures and improvement project can have a positive impact on the cash position of a company

Summarise the mechanism behind the balance sheet and Profit and Loss

Explain how actions, measures and improvement projects improve the financial KPIs of a company

## Course content

Business Finance

Profitable Growth

Cash Flow

Operational Proficiency

## Who should attend?

Senior managers and middle managers entrepreneurs

Marketing, sales, business and financial responsibilities

## Methods & Evaluation

75% Simulation + 25% theory

Engage in practical activities through serious games and use-case studies

Classroom or virtual delivery

## Pre-requisites

There are no prerequisites for attending this course

# 04 Business Case Strategy and Financials

Finance

Emerge in the world of business and learn how to implement, create and present a Business Case.



1 day



Language

English



Fee

Customised quote upon request



18 participants

## Learning objectives

Evaluate business options base on the strategic, quantitative and qualitative perspective

Explain and create a Business Case

## Course content

Strategic Fit Assessment

Evaluate the Financial and Non Financial Benefits of a Project

Evaluate the Risk

Some advice on presenting a Business Case

Business Case reviews as a key success factor

## Who should attend?

Controllers

Project Staff

Contract Manager

Financial Experts and Treasury

## Methods & Evaluation

You will learn through a business simulation

Academic learning, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Pre-requisites

There are no prerequisites for attending this course

# 04

Finance

## Customer Mindset

Get skills to support evolution from a product culture to a commercial and business oriented one. Learn how to reinforce positive attitudes and behaviours in your team that will drive success.



2 days



### Language

English/French



### Fee

Customised quote upon request



12 participants

### Learning objectives

Support evolution from a product culture to a customer and service oriented culture

Develop commercial and business oriented behaviours

Create new needs and opportunities to generate more revenue for the group

Reinforce following attitudes

### Course content

Learning model: KODA Customer context and business models

Understanding customer requirements

Business model essentials and value proposition

Understanding and anticipating customer needs

Customer Communication; understanding my preferred communication style

Company presentations & public speaking

### Who should attend?

Customer Facing Profiles

### Methods & Evaluation

Theoretical content delivered in classroom with documentation distributed in paper

Engage in practical activities through serious games and use-case studies

Continuous control through practical activity and/or QCM's

### Pre-requisites

There are no prerequisites for attending this course

# 04 Inventory Management

Finance

Get skills to understand and optimise inventory for financial performance.  
This course has been designed for Airbus Group.



1 day



Language

English



Fee

Customised quote upon request



18 participants

## Learning objectives

Understand the importance of being aware of inventory levels and making optimised decisions

Share a common understanding of inventory management in an industrial context to build a culture around it

Know the importance and the necessity of good inventory management

Learn the drivers and levers of inventories along the Supply Chain

## Course content

Understand current inventory situation in different parts of the supply chain

Identify critical success factors, drivers and levers of inventories reduction

Evaluate key performance indicators / best practices / manuals on inventory reduction

## Who should attend?

Production & Operations Staff

Controllers

Project Staff

Contract Manager

## Methods & Evaluation

This one day course will be run as a business game. A simple Simulation on inventory management based around Airbus Helicopters

## Pre-requisites

There are no prerequisites for attending this course



Beyond

# OSR

## Airline Operations

- Airline Fleet Planning
- Strategic Airline Management
- Commercial Aspect of Aircraft Maintenance
- Introduction to Civil Aviation

# 05

Airline Operations

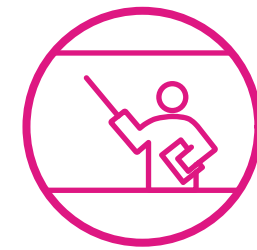
# Airline Fleet Planning

Embark on a journey to mastering airline fleet planning.

Learn the processes, methods and tools that contribute to building an evolving airline fleet plan.



3 days



### Language

English



### Fee

Customised quote upon request



12 participants

## Learning objectives

Understand the processes, methods and tools that contribute to building an evolving airline fleet plan

Grasp the impact of airline business model and region on fleet planning decisions

Learn Airline approaches to fleet management

Explore the state of the art in fleet risk management

## Course content

Fleet planning processes and decision-making

Impact of airline business model on fleet planning

Alliances, mergers and fleet planning

Network planning and fleet planning interactions

Demand allocation, segmentation and spill

Key trade-offs, capacity vs. frequency, P2P vs. O/D, fragmentation vs. consolidation

## Methods & Evaluation

Theoretical content delivered in classroom with documentation distributed in paper

Engage in practical activities through serious games and use-case studies

Continuous control through practical activity and/or QCM's

## Who should attend?

Strategic consultants

Insurance brokers

Lessors and financial analysts

Airframe and engine manufacturers, industry suppliers

Government agencies

## Pre-requisites

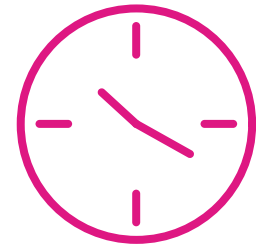
There are no prerequisites for attending this course

# 05

Airline Operations

# Strategic Airline Management

Enroll in the Strategic Airline Management course to master airline dynamics, revenue management, and cost optimisation, while gaining insights into profitability drivers and supply chain efficiency. Let your career take flight as you uncover the secrets to success in the dynamic world of aviation!



8 days



### Language

English/French



### Fee

Customised quote upon request



12 participants

## Learning objectives

Understand airline business dynamics in deregulated markets

Learn how airlines manage revenue and costs over the aviation cycle

Examine the drivers and contributors of airline profitability

Get an overview of airline operations, emphasis on fuel cost management

Examine aviation supply chain profitability, emphasis on the MRO market

## Course content

Investment strategies and business models in aviation

Fleet planning methodologies, planning tools and functionalities

Aircraft performance essentials

Airline simulation: Fleet planning & aviation cycles

The airline business case for aircraft acquisition including aircraft investment paradigms

Aircraft financing structures, pricing and financing interactions

Asset management overview

## Methods & Evaluation

Computer-based competitive simulation

50% Simulation + 25% theory + 25% Leadership

Final test played by teams at the end

One (or more) experienced trainer throughout the course

## Who should attend?

This course will benefit to senior airline managers with its strategic view of the key airline management functions, from strategy and planning, to finance, commercial, human resources, combined with the critical transverse quality and safety management skills.

## Pre-requisites

There are no prerequisites for attending this course

# 05

Airline Operations

# Commercial Aspect of Aircraft Maintenance

Dive into airline maintenance operations, learn how to empowering participants to optimise costs, enhance programs and align with organisational objectives effectively.



3 days / half days in virtual mode



Language

English



Fee

Customised quote upon request



12 participants

## Learning objectives

Identify and benchmark maintenance cost drivers

Learn how a Maintenance program is created, applied and evolves over the life of an aircraft

Gain an understanding of the industrial and financial objectives of an Airline MRO

Improve awareness of Services

## Course content

The 5 purposes of Maintenance

MRO market analysis

Maintenance Business sensitivities

Definitions and analysis of MRO business models  
MRO Manager

Simulation game MRO Manager

## Who should attend?

Professionals from sales, after-sales or design office departments, working for airframe, engine or equipment manufacturers

Professionals from airlines and lessors who are involved in aircraft maintenance

## Methods & Evaluation

Theoretical content delivered in classroom or virtually with documentation distributed in paper or PDF

Practical activities through serious game / use-case study

One (or more) experienced trainer throughout the course

Continuous control through practical activity and/or QCM's

## Pre-requisites

There are no prerequisites for attending this course



# 05

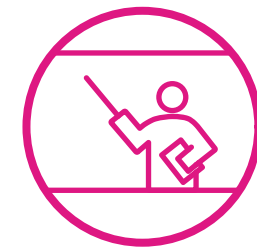
Airline Operations

# Introduction to Civil Aviation

Master airline profit dynamics and learn about the airline business cycle and its impact on fleet acquisition and management.



3 days / 5 \* 0.5 days in virtual mode



## Language

English



## Fee

Customised quote upon request



12 participants

## Learning objectives

Learn how to manage airline operations

Know the latest trends in airline business models and market strategies

Understand the airline business cycle and its relation to fleet acquisition and management

Master airline profit dynamics

## Course content

Airline industry performance overview

Airline Fleet development

Airline KPIs and Profit & Loss statement , concept of cost avoidance

Flight Operations overview - Market forecasts, trends, risks and opportunities

Airline Simulation practice and debriefing: performance, sharing findings and experience

## Methods & Evaluation

Practice through a top-level airline management simulation

## Who should attend?

Everybody that wants to improve their knowledge in airline operations simulation

## Pre-requisites

There are no prerequisites for attending this course

Beyond

# Leadership

- Future Leader Programme
- First Line Manager Programme
- Experienced Manager Programme
- Senior Manager Programme
- Expert Programme
- Soft-skills modules

# 06 Future Leader Programme

Leadership

Develop your managers skills by discovering the different types of management and leadership and find your own style.



5 days



Language

English



Fee

Customised quote upon request



14 participants

## Learning objectives

You will be able to discover your Manager style

Know the different types of Management or Leadership

Your relationship with peers and team-members and be clear on Ethic & Compliance fundamentals

## Course content

Managers expectations

How to manage a team

Accompany team-members in their development plans

## Methods & Evaluation

Academic mixed with action and social learning plans

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Who should attend?

Managers

## Pre-requisites

There are no prerequisites for attending this course

# 06 First Line Manager Programme

Leadership

Get the essential knowledge and skills needed to thrive as a First Line Manager! We'll ensure you understand the fundamentals of management and leadership, empowering you to confidently fulfill your responsibilities and lead your team to success.



12.5 days



Language

English



Fee

Customised quote upon request



12 participants

## Learning objectives

Learn fundamental understanding of management and leadership competencies & skills

Be aware of your responsibilities and equipped to be more confident to manage a team

Provide a common language and toolkit to effectively manage and improve the performance of individuals and team

## Course content

Reflect and Self-awareness - reflecting on their individual preferences and behaviours

Team dynamic - different phases of a team's development and how to lead them to high performance

Empowering First Line Managers - what contribution they bring and how to engage their team as leaders

Key topics for management and team - stress, time management, conflict, change & performance

## Methods & Evaluation

Business simulation

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Who should attend?

Employees who have recently taken on a First Line Manager position

## Pre-requisites

There are no prerequisites for attending this course



# 06

## Leadership



6,5 h  
(divided in two parts)



### Language

English/French/  
German/Spanish



### Fee

Customised quote  
upon request



14 participants



# 06

Leadership

# Experienced Manager Programme

Take the next step in leadership. Get away from the workplace and take a deep look at yourself, your leadership and your impact on business success. A mix of experience sharing with leaders like you, personal reflection and mutual support.



6 days



Language

English



Fee

Customised quote upon request



12 participants

## Learning objectives

Increasing your self-trust and influence. Learn how to set boundaries and work on your own terms. Communicate more effectively by being direct and kind

Know how to navigate business challenges under pressure while maintaining a positive, performing environment

Foster a trustful and inclusive environment through effective leadership posture

Create an environment of empowerment and accountability, to work quickly and creatively for best business performance

## Course content

Role Modelling, authenticity, warmth and curiosity

Becoming a learner leader and fostering better habits

Establish boundaries and keep connection

Challenge status quo and be creative

Be decisive, work smarter. Cultivate unconventional thinking and embrace simplicity and sustainability

Feedback, trust, approachability, freedom in a frame, taking ownership, people focused, conversation structure, GROW model, 360° helper

## Methods & Evaluation

Business simulation

Academic, mixed with action and social learning

Experienced trainer throughout the course

Continuous control through practical activity

## Who should attend?

First Line Managers

## Pre-requisites

There are no prerequisites for attending this course

# 06 Senior Manager Programme

Leadership

Step into the Senior Manager programme and unlock your fullest potential as a leader. Come learn how to elevate your impact and cultivate the agility needed to thrive in today's dynamic organisational environment.



8 days



Language

English



Fee

Customised quote upon request



14 participants

## Learning objectives

Encourage participants to reflect on their management experience and evaluate the practices they have developed over the years

Foster the realisation that participants have developed effective methods for handling familiar situations

Empower participants to recognise their potential for developing new, even more powerful leadership approaches and team engagement strategies

## Course content

Self-reflection and personal development

How to lead in your organisation, team and business

Define personal strengths and limitations

Learn strategies on how to influence, act with agility and impact others

Develop your skills in communication and collaboration in a transnational environment

Test approaches to understanding and handling difficult interactions

## Methods & Evaluation

Business simulation

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Who should attend?

Manager of middle managers

## Pre-requisites

There are no prerequisites for attending this course

# 06 Expert Programme

Leadership

Joining this Expert Program offers a transformative opportunity to elevate your role within your company. With a focus on developing essential leadership and communication skills, create a sense of community with shared culture and mission, facilitating strategic networking and cross-fertilise between business units/divisions and recognise/reward team achievements.



8 days



Language

English



Fee

Customised quote upon request



18 participants

## Learning objectives

**Influence and Outreach** - Explore core principles of effective communication, understand audience needs, develop emotional intelligence, and learn how to use persuasive tools to captivate interest.

**Engage your ecosystem** - Understand your power of influencing your ecosystem and wider audiences, align stakeholders on a project vision. Manage your impact and create a powerful coalition and promote your project

**Unleash your potential** - Develop proficiency in communication, crisis management, decision making, expert scenario navigation, pitch practice and feedback skills

## Course content

Influence and Outreach

Engage your ecosystem

Bring innovation and strategic vision into your practises : “ Unleash a builder Potential”

Participants will work on a given project in a subgroup that will be defined with the customer/requestor before the training starts

## Methods & Evaluation

Business simulation / Collective project

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous support I through practical activity and action learning sessions

## Who should attend?

Senior and Emeritus Experts

## Pre-requisites

There are no prerequisites for attending this course



# 06

Leadership

## Soft-skills Modules

The soft-skills modules are complementary training modules on-the shelf that can be deployed alone (independently) or that can help the customisation of the current leadership programmes in order to fit with customers needs and points of development.

Each soft skill module addresses 1 specific topic/content at a time.



half day to 2 days



Language

English



Fee

Customised quote upon request



16 participants

### Learning objectives

Approach to enhancing leadership development. These objectives focus on the mastery of modular deployment, enabling the independent utilisation of training modules or their integration into existing programs to meet diverse customer needs.

### Modules content

Understand Body Language

### Methods & Evaluation

Business simulation

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

### Who should attend?

All employees

### Pre-requisites

There are no prerequisites for attending this course

Beyond



# Sustainable Aviation

- Civil Aviation Decarbonisation
- Sustainable Aviation fuel

# 07

Sustainable Aviation

# Civil Aviation Decarbonisation

Get some insights into the current state of Civil Aviation regarding the Climate Change  
This course will give you the essential knowledge and skills to actively participate in shaping a more sustainable future for civil aviation.



2 days



Language

English



Fee

Customised quote upon request



18 participants

## Learning objectives

Understand the current state of Civil Aviation with regard to Climate Change

Describe the current challenge to reach Carbon Neutrality by 2050

Explain the aviation path to climate neutrality through the 4 pillars of decarbonisation

Explain the challenges around aviation decarbonisation communication

## Course content

Framework and regulation

Evaluation and measurement

Market based measures

Improved technology

Improved infrastructure and operations

Sustainable aviation fuels

## Who should attend?

Sustainability Engineers

RSE Leaders

Sustainability Competence Managers

Transformation Leaders

Marketing Managers

## Methods & Evaluation

Business simulation

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Pre-requisites

There are no prerequisites for attending this course

# 07

Sustainable Aviation

# Sustainable Aviation Fuel

Get to know the Sustainable Aviation fuel context, ambition, suppliers and its contribution to civil aviation decarbonisation.



1 day



## Language

English



## Fee

Customised quote upon request



16 participants

## Learning objectives

Gain insight into Sustainable Aviation Fuel (SAF), including its importance, challenges, and potential impact on the aviation industry and the environment.

## Course content

What is SAF?

How to make SAF?

What is SAF's life cycle?

What are the environmental impacts of SAF?

What are the effects of SAF government policies?

How much does SAF costs?

## Who should attend?

Sustainability Engineers

RSE Leaders

Sustainability Competence Managers

Transformation Leaders

Marketing Managers

## Methods & Evaluation

Business simulation

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Pre-requisites

There are no prerequisites for attending this course



