**Welcome to The OR Society’s 2013 Training Programme!**

This year we have a selection of 27 courses which represent a mixture of old favourites and new comers. Once again, our presentation in this Training Guide is designed to attract interest from the increasingly popular field of Analytics. We hope that our members – and those already working in Operational Research – would at least be familiar with the techniques featured in our courses and we’ve attempted to put the courses into the context of the wider Analytics field.

Much like O.R., there’s no simple definition of Analytics, so we lay out and use one version here. The Society recently commissioned a piece of research to help to understand the relationship between O.R. and Analytics and we’ve classified about half of the courses under three headings used in that work; ‘Prescriptive’, ‘Predictive’ and ‘Descriptive’. The diagram below should make it a little clearer what we mean by those headings.

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<th>Categories of Analytics</th>
<th>Prescriptive Analytics</th>
<th>Predictive Analytics</th>
<th>Descriptive Analytics</th>
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<td>Optimisation</td>
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<td>Data Modelling</td>
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- **Prescriptive Analytics**
  - Focus on decision making and efficiency
  - Optimisation is a problem solving technique where situations and constraints are modelled to arrive at the most optimal solution
  - Simulation is used to analyse complex systems to gain insight into the system’s behaviour and identify issues

- **Predictive Analytics**
  - Focus on prediction of future probabilities and trends
  - Data Mining is the method of extracting patterns from large data set in order to provide insight and future forecasts
  - Predictive Modelling uses statistical techniques such as linear and logistic regression to understand trend and predict future outcomes

- **Descriptive Analytics**
  - Analytics involved in preparing data for advanced analysis or for general day to day business intelligence
  - Data Modelling is used to collect, store and cut the data in an efficient way
  - Visualisation look at the creation of reports and presenting information in a meaningful fashion
  - Regression is used to find simple trend in the data
Readers of this Guide who are new to O.R. can see the level of Analytics they’re already using and be able to match courses to their current and future needs. Of course, the assessments are our own judgements, and we don’t claim they’re perfect. Hopefully, they do give a useful guide to where the courses are aimed.

Quite a number of our courses don’t fit into this schematic, so the grouping, ‘Foundations’, includes courses which focus on skills and techniques underpinning the Analytics groupings described above. The description is not meant to imply that these are introductory courses.

As you will see, the ‘centre spread’ for this brochure shows how each of the courses lines up against the four categories. Within the ‘chart’ the courses are listed in date order, as are the half-page summaries that form the bulk of this Training Guide. Each course summary also features an Analytics graphic to show which of the groupings the course matches against. We hope you find this useful.

**Bespoke Courses, In-house Training & Discounts**

Where an organisation needs to train several staff at the same time, a bespoke or in-house course may be advantageous and we’re always willing to negotiate the provision and the dates of such courses.

We offer special terms for block bookings for three or more. Three bookings will get a discount of 5%, four bookings give 7.5% and five or more gets 10%. A discount of 25% is also offered for students provided the minimum number of full-paying delegates have booked.

**The Training Facilities**

We run our courses in the main training suite at our offices in central Birmingham. They’re generally small classes with 4 to 14 delegates and have been known to run with just three delegates if the tutor is willing.

www.theorsociety.com
SUPPORTING STRATEGY

This is a practical course aimed at developing expertise in deploying frameworks, methods and models to support strategy development. The course looks at the use of manual and computerised techniques for conducting various strategy development activities such as setting direction, creating strategic initiatives, making sense of internal and external environments.

- Roles for O.R. Supporting strategy: Current practice
- Frameworks for setting direction and measuring performance
- Frameworks for creating strategic initiatives and rehearsing strategy
- Get an introduction to system dynamics
- Learn about formulation and simulation
- Undertake modelling for strategic development

Ref. 3229
Frances O’Brien and John Morecroft
6-7 March, Birmingham
£1,040 + VAT Members; £1,140 + VAT Non members

Hands on course

IMPROVING QUALITY AND PERFORMANCE WITH THE PUBLIC SECTOR SCORECARD

Gain a greater understanding of the topics of quality, excellence and performance measurement and an appreciation of the need for performance measurement to be based on stakeholder needs, the organisation’s strategy and process; appreciate the debate on targets in the public sector and the eight essentials of measurement.

- Find out about the latest developments in performance measurement
- Ensure that performance measures are aligned with service user and stakeholder needs, with the organisation’s strategy, and the processes used to achieve it
- Keep up-to-date with developments in quality management and be able to advise on developing quality user-focused public services
- Learn how to use the balanced scorecard and strategy mapping

Ref. 3221
Max Moulin
12 March, Birmingham
£500 + VAT Members; £550 + VAT Non members
Course provider: Sheffield Hallam University
BUSINESS INTELLIGENCE WORKSHOP

Understand the basic capabilities and limitations of OLAP tools, how they differ from other reporting and analysis tools, and the change management issues raised when they are introduced; how and why the design of a data warehouse needs to be different from other data processing systems; learn how to use dimensional modelling techniques and understand the key challenges and trade-offs faced in managing a successful business intelligence / data warehousing initiative.

- Learn how to participate in the design of data marts and OLAP based applications
- Understand the technical, political and change management issues that need to be addressed to benefit from investing in business intelligence and data warehousing
- Get an opportunity to discuss the issues facing your organisation and exchange ideas with other delegates and the course tutor

Ref. 3208
Colin Elwood
13 March, Birmingham
£585 + VAT Members; £635 + VAT Non members
Course provider: Dweomer Consultants Limited

FACILITATION SKILLS

A course where both beginners and those with some experience can review and practice the skills needed to add value at the interface with clients and other project stakeholders. Using questions to encourage participation and elicit unbiased information; frameworks for structuring a group process; practical insights to some of the tools available to support group interaction; hexagon mapping techniques; enhanced awareness of own skills and activities to address development needs.

- Valuable opportunity for delegates to practise specific skills and learn from supportive peers (rapport, active listening, facilitative interviewing, handling group dynamics, inquiry, concept mapping, etc)
- Professional development: facilitation skills are a key component of the interpersonal skills needed for more influential, strategic roles
- These skills are at the heart of managing client relationships

Ref. 3223
Rachel Bodle
14 March, Birmingham
£440 + VAT Members; £490 + VAT Non members
Course provider: Independent Consultant

www.theorsociety.com
SIMULATION: A PRACTICAL GUIDE TO DEVELOPING AND USING MODELS

If you develop and use discrete-event simulation models in your work, this course will enable you to top up on the skills required for successful simulation modelling and analysis. You’ll learn how to build valid and credible simulation models and perform experiments with models to compare the results of different scenarios appropriately and efficiently.

- Learn how to determine what to model and what not to model
- Find out how to collect and analyse the data needed for a model
- Gain an understanding of the approaches for verifying and validating a model
- Learn how to carry out experiments to obtain accurate estimates of performance
- Understand the methods of running and comparing multiple scenarios

Ref. 3218
Stewart Robinson
19-21 March, Birmingham
£1,680 + VAT Members; £1,830 + VAT Non members
Hands on course
Course provider: Loughborough University

INTRODUCTION TO O.R. I

Understand the role of Operational Research in management; understand the requirements for successful Operational Research interventions; have knowledge of a range of Operational Research techniques; be able to identify the suitability of a technique for a problem situation; be able to apply those techniques.

- O.R. and the O.R. process
- Statistical methods in O.R.: sampling and regression
- Simulation
- Optimisation and (Meta-) heuristics
- Statistical methods in O.R.: forecasting

Ref. 3212
Frances O’Brien, Stewart Robinson et al
15-19 April, Birmingham
£2,850 + VAT Members; £3,100 + VAT Non members
Hands on course
MAKING CONVERSATIONS MORE EFFECTIVE

Begin to understand how better conversations can transform your actions, performance and even leadership skills. By recognising the hidden power of one of the most common skills – conversation – and understanding what’s really going on you can improve your own ability to make conversations more productive and effective. There’s also an opportunity to kick start a personal development journey to take dialogic skills development even further.

- Learn how to stop taking conversations for granted, change your attitude to listening and make conversations more effective
- Review some models of conversation and dialogue
- Make a significant change in the value of your own one-to-one and group conversations

Ref. 3237
Mike Moir
23 April, Birmingham
£490 + VAT Members; £540 + VAT Non members

Course provider: Independent Consultant

COMMUNICATING STRATEGICALLY TO INFLUENCE PEOPLE

Find out about the latest developments in drama theory (an extension of game theory that acknowledges the importance of emotion as well as rational thought) and how they can help you to make sense of, and better manage, your own or your organisation’s relationships with others. You’ll discover new ways of dealing with the dilemmas that everyday life presents, and encouraging others to want what you want.

- Understand how, and how easily, collaboration can morph into conflict and vice versa – and what to do about it!
- ‘Read’ other people better and work on some of the current challenges facing you and your organisation and to work towards solutions
- Appreciate what it is that influential people do when they interact with others – and see how you can do this too!

Ref. 3239
Jim Bryant
24 April, Birmingham
£625 + VAT Members; £675 + VAT Non members

Hands on course
Course provider: The Strategy Studio

NEW FOR 2013

Foundation
Descriptive
Predictive
Prescriptive

www.theorsociety.com
STAKEHOLDERS ENGAGEMENT

Gain an understanding of the underlying principles of interactive working, why we work the way we do and when interactive working is appropriate. Appreciate the concept of a ‘spectrum of participation’ and how to define the degree of influence stakeholders have in the process. Use a toolbox of intuitive and practical process design tools.

- Learn how to apply the underlying principles and practical tools which are widely used in the field of stakeholder engagement
- Find out how to avoid and reduce conflict and improve engagement with clients, build dialogue, consensus, collaboration and partnership
- Benefit from practical training and hands-on experience in the design and management of all kinds of interactive processes

Ref. 3209
Brendan Hickling
25-26 April, Birmingham
£1,100 + VAT Members; £1,200 + VAT Non members
Hands on course
Course provider: Hickling & Muller Interactive Process

HOW TO DYNAMICALLY DESIGN SUPPLY CHAINS

The bullwhip effect is pervasive in industry and reduces factory profits by up to 30%. This can be eliminated by careful design of forecasting and replenishment rules. In global supply chains with long lead-times the bullwhip problem is a bigger problem still. Supply chains can be designed to balance the inventory / capacity / service trade-off.

- Learn about the impact of the bullwhip effect on financial performance
- Get to know how the ‘Order Up To’ policy generates bullwhip and how it can be re-designed so as to avoid bullwhip
- Understand how to forecast demand for managing inventory and bullwhip, how to set capacity levels to minimise the costs involved in meeting a variable demand pattern and set safety stock levels to minimise costs and meet target service levels.

Ref. 3240
Stephen Disney
30 April – 1 May, Birmingham
£1,030 + VAT Members;
£1,130 + VAT Non members
Hands on course
Course provider: Stephen Disney

NEW FOR 2013
DESIGNING PERFORMANCE MEASUREMENT SYSTEMS USING ANALYTICS

This is an introductory course to Balanced Scorecard strategy maps – the latest tool in performance management systems. You’ll learn how the model converts plans, resources and capabilities into tangible outcomes like financial performance and customer satisfaction.

- Follow the evolution from financial measures to strategy maps
- Identify the issues surrounding the design of strategy maps and learn how to build them
- Identify the linkages between measures analysing data and simulation
- Generate feasible and balanced targets for measures

Ref. 3230
Martin Kunc
8 May, Birmingham
£490 + VAT Members; £540 + VAT Non members

Course provider: University of Warwick

INTRODUCTION TO SYSTEM DYNAMICS AND STRATEGIC MODELLING

This course is an authoritative introduction to qualitative strategic modelling and simulation based on the powerful concepts from the field of system dynamics proven and tested in successful MBA and executive courses at London Business School.

Delegates will learn how to use feedback systems to make sense of puzzling dynamics in business and society.

- Learn about causal loop diagramming to decipher interdependencies
- Experience dynamic complexity by the use of gaming simulation
- Explore the relationship between business performance and underlying feedback structure
- Improve business performance by using simulators to rehearse strategic plans

Ref. 3205
John Morecroft
14-15 May, Birmingham
£1,090 + VAT Members; £1,190 + VAT Non members

Hands on course

Course provider: London Business School

www.theorsociety.com
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<th>Date</th>
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<td>19-21 June</td>
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<td>DECISION AND STAKEHOLDER ANALYSIS</td>
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<td>EXPERT CONSULTING FOR O.R. PROFESSIONALS</td>
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## TH Analytics Content

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<th>The Analytics</th>
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<td>Prediction of future probabilities and trends, and forecasting, predictive modelling</td>
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<td>Simulation: A Practical Guide To Developing and Using Models</td>
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### Introduction to O.R. I
- How To Dynamically Design Supply Chains
- Analytics

### Introduction to O.R. II
- Fundamentals of Pricing Strategy and Revenue Management
- Agent Based Modelling: What, When and Where

## Dations for Analytics

### Technique Specific Skills

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<td>Introduction to System Dynamics and Risk Analysis</td>
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<td>Benchmarks: Beyond Metrics – How To Archive Step Change</td>
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<td>The Collaborative Approach to Simulation Model Building</td>
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<td>Practical Process Improvement Using Lean and 6-Sigma</td>
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<td>Using Soft Systems Methodology</td>
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PERFORMANCE MANAGEMENT WITH DATA ENVELOPMENT ANALYSIS (DEA)

This course is ideal for anyone interested in assessing the relative performance of organisational units – for example different regional offices, bank branches, sales outlets, hospitals or schools. You’ll get an introduction to the recent developments in DEA including weights restrictions, assessment under variables, returns to scale and target setting and undertake illustrative assessments using advanced features of the Performance Improvement Management Software (PIM-DEA).

- Learn about new methods in efficiency and productivity
- Understand principles behind the non-parametric performance measurement
- Get hands-on experience of the PIM-DEA software from the developers
- See how to apply DEA techniques to your own workplace

Ref. 3215
Ali Emrouznejad, Emmanuel Thanassoulis
21 May, Birmingham
£555 + VAT Members; £605 + VAT Non members
Hands on course

Course provider: Aston University

DECISION AND RISK ANALYSIS

The course will teach you how to model, analyse and manage the effects of various types of uncertainty that co-exist in decision problems. The training introduces a new and advanced approach to Multiple Criteria Decision Analysis (MCDA) under uncertainty and provides hands-on experience of the latest MCDA software tools.

- Acquire up to date knowledge in decision sciences and MCDA
- Enhance your decision making skills under uncertainty in your workplace
- Learn to save time, increase accuracy and consistency in decision making and communications
- Network and share experiences with other decision-making professionals

Ref. 3210
Jian-bo Yang and Dong Ling Xu
29 May, Birmingham
£590 + VAT Members; £640 + VAT Non members
Hands on course

Course provider: Manchester Business School
EXPERT CONSULTING FOR O.R. PROFESSIONALS

Improve the market opportunities for your organisation by delivering change that is sustainable. Improve your operational effectiveness as more time is spent on activities that deliver sustainable value and clear outcomes; enhance your client relationships through the application of a shared framework. Benefit from a formal accreditation process that offers a quantified assessment of your progress.

- Understand the generic pattern that underpins a successful consultancy engagement
- Learn the factors that contribute to a successful and sustainable change programme and how to manage each stage of the consulting life cycle
- Find out how to challenge and educate clients without appearing confrontational

Ref. 3211
Mike Moir
5-6 June, Birmingham
£1,020 + VAT Members; £1,120 + VAT Non members
Course provider: Independent Consultant

DATA MINING: TECHNIQUES AND APPLICATIONS

Gain an overview of the data mining process and learn about predictive analyses such as regression and classification. Learn how to use data for descriptive purposes such as clustering and association. Build your own decision models and see how to use data mining techniques in a range of applications such as marketing, finance and the public sector.

- Learn more about the data you already have in your organisation and improve the management of your information
- Improve your business processes
- Create better decision models and learn new applications of data mining

Ref. 3203
Bart Baesens and David Martens
12 June, Birmingham
£660 + VAT Members; £710 + VAT Non members
Hands on course
Course provider: University of Southampton

www.theorsociety.com
BENCHMARKING: BEYOND METRICS

Discover how benchmarks and benchmarking differ and when you should and should not use benchmarking. Understand how to decide which of the four types of benchmarking is most appropriate and how to plan and manage a benchmarking project using step-by-step processes. Learn how to ensure that benchmarking solutions are ‘best in class’.

- See why organisations need to go beyond ‘metrics’ benchmarking to drive step changes
- A practical approach for planning and managing benchmark projects
- Practise planning for key stages in a benchmarking project
- Identify how ‘process’ and ‘organisational’ factors can be used to identify best practice

Ref. 3213
Ian Seath
13 June, Birmingham
£505 + VAT Members; £555 + VAT Non members
Hands on course
Course provider: Improvement Skills Consulting

ESSENTIAL FINANCIAL MODELLING IN EXCEL

Gain hands-on experience of building more advanced financial models; combining techniques and features to build more usable models; importance of modular design and design methodology; how to solve business problems through spreadsheet modelling; how to add risk analysis and optimisation to existing models.

- Introducing risk techniques and a single point project model; limitations; data tables and multiple answers; scenarios
- Further risk techniques: standard deviation; coefficient of variation; project deviation; certainty equivalents; options approach and probabilities
- Simulation and decision tree models: Setting up the model
- Optimisation and targeting: adding goal seek and solver to the risk model

Ref. 3242
Stephen Coe
19-21 June, Birmingham
£1,560 + VAT Members; £1,710 + VAT Non members
Hands on course
Course provider: Coe & Co

NEW FOR 2013
INTRODUCTION TO CREDIT SCORING

This course provides an introduction to credit scoring: what credit scoring is; how it developed and how it fits into the credit industry; the business problems it addresses.

Gain the information needed to develop scoring; legal limitations; ideas of generic scoring and segmentation. Learn statistical techniques used in scorecard development: linear and logistic regression; choosing characteristics and attributes; splitting continuous variables. Understand other approaches to credit scoring: how to assess if a scorecard is good, monitoring scorecards and the necessity to segment.

- Statistical and alternative methods of constructing scoring rules
- How to process data prior to model building
- How to assess and monitor scorecard with a review of current developments
- Current developments and new applications of credit scoring techniques

Ref. 3219
Jonathan Crook and Galina Andreeva
11 September, Birmingham
£625 + VAT Members; £675 + VAT Non members
Hands on course
Course provider: University of Edinburgh

INTRODUCTION TO O.R. II

Understand the role of Operational Research in management; understand the requirements for successful Operational Research interventions; have knowledge of a range of Operational Research techniques; be able to identify the suitability of a technique for a problem situation; be able to apply those techniques.

- Problem Structuring Methods
- System Dynamics
- Statistical Methods in O.R.: multivariate models
- Data Envelopment Analysis
- O.R. in Strategy

Ref. 3217
Frances O’Brien, Stewart Robinson et al
16-20 September, Birmingham
£2,850 + VAT Members; £3,100 + VAT Non members
Hands on course

www.theorsociety.com
THE COLLABORATIVE APPROACH TO SIMULATION MODEL BUILDING

Anyone who is developing and using discrete event simulation models will benefit. You’ll learn the collaborative modelling process and the tools that support this process. Know how to get stakeholders to discuss implementation and engage in searching for the solution.

- Develop models to include active engagement with a group of stakeholders
- Learn a structured approach to collaborative modelling supported by non-technical paper-based tools
- See how to engage stakeholders in the modelling process as this can lead to learning and improved implementation of study findings
- Improve rigour and transparency in the collaborative modelling process

Ref. 3214
Kathy Kotiadis and Antuela Tako
25-26 September, Birmingham
£1,190 + VAT Members; £1,290 + VAT Non members
Hands on course

INTRODUCTION TO O.R. FOR NON-O.R. PROFESSIONALS

This course will help your clients, colleagues and others in your organisation that interact with O.R. professionals to understand the way O.R. people see the world, work and solve problems. Identify when and how O.R. professionals can really help, work more closely – and more effectively – with O.R. people and blend O.R. into an overall consultancy service offering. They’ll also see how some apparently simple problems can go terribly wrong without an O.R. style intervention.

- The origins of O.R.
- How O.R. concepts like measurement, queueing and simulation are everywhere
- How the media ‘stole’ decision making, forecasting and game theory from O.R.
- Seeing the world through O.R. tinted glasses

Ref. 3231
Mike Moir
1 October, Birmingham
£485 + VAT Members; £535 + VAT Non members
Course provider: Independent Consultant
FUNDAMENTALS OF PRICING STRATEGY AND REVENUE MANAGEMENT

This course will help you to think differently about pricing and become aware of the options a company has when pricing products and services. You’ll learn how to analyse customer needs, assess alternative pricing methodologies and determine when it makes sense to compete on price and when it does not. The course will help you to maximise customer satisfaction by successfully overcoming price sensitivity.

- Change customers’ price perceptions to capture more value
- Become familiar with the more technically challenging aspects of pricing
- Optimise pricing strategy by determining the value of your product or service
- Understand the concepts and implementation of various pricing strategies
- Combine pricing and revenue management strategies to optimise revenue

Ref. 3234
Joern Meissner
8 October, Birmingham
£595 + VAT Members; £645 + VAT Non members
Course provider: Lancaster Executive LLC

PRACTICAL PROCESS IMPROVEMENT USING LEAN AND 6-SIGMA

This course cuts through the usual consultancy jargon surrounding Lean and 6-Sigma and provides take-away practical tools that will help you to improve your organisation’s processes. You’ll practice improving a ‘real’ process in a case study environment to identify the success and failure factors. You’ll understand how to decide which approach, if any, is best for your process. You’ll learn:

- How Lean and 6-Sigma differ, yet are complementary approaches to process improvement
- How to set up and define a process improvement project
- How to use appropriate tools to map, measure and analyse business processes and how to design a Lean value-adding process

Ref. 3235
Ian Seath
9 October, Birmingham
£445 + VAT Members; £495 + VAT Non members
Course provider: Improving Skills Consulting Limited

www.theorosociety.com
INTRODUCING SOCIAL MEDIA FOR RESEARCHERS AND CONSULTANTS

Most social media training courses provide a basic general introduction to the subject and then you’re left on your own to see how you can put it into action. This course is based on the needs of each individual delegate. You’ll gain a sound understanding of the concept of social media, learn how to choose which social networks to join and which benefits you can get from social media. You’ll also get expert advice on how to create your own social media marketing campaigns and help with planning an individual social media strategy

- You’ll get started with your presence in social media
- Connect and interact with peers in digital social networks
- Enhance your marketing through social media campaigns

Ref. 3231
Francisco Marco-Serrano
16 October, Birmingham
£400 + VAT Members; £450 + VAT Non members
Hands on course
Course provider: Business Research & Applications Limited

AGENT-BASED MODELLING: WHAT, WHEN AND WHERE

This is a practical course aimed at developing expertise in agent-based modelling and simulation (ABMS). You’ll gain practical experience of how to develop and implement agent-based simulation models and how to interpret the model outputs. You’ll also understand how to exploit the huge volumes of new data available to add an extra level of model granularity and learn how to tell the difference between good, bad and dangerous models. You’ll learn:

- When and why to use the main modelling paradigms (DES, SD and ABMS)
- General principles and techniques used in modelling and simulation
- Design methodology for ABMS; an introduction to the AnyLogic simulation tool

Ref. 3238
David Buxton
5-6 November, Birmingham
£1,120 + VAT Members; £1,220 + VAT Non members
Hands on course
Course provider: DSE Consulting Limited
 USING SOFT SYSTEMS METHODOLOGY

This is a practical course aimed at developing expertise in applying Soft Systems Methodology (SSM). We look at the application of SSM for problem structuring within complex projects, and how to use the approach for planning the project process.

- The practical skills of applying SSM
- Using SSM for thinking about and planning projects
- The importance of process and process facilitation
- Using SSM models to improve dialogue and decision making
- Direct application of SSM in the delegate’s workplace

Ref. 3226
Mark Westcombe
7 November, Birmingham
£540 + VAT Members; £590 + VAT Non members
Course provider: Attivation

DELEGATE FEEDBACK

Delegates attending our courses provide feedback on many aspects of the events. The scores are shared with the tutors with a view to maintaining and improving our very high standards. Some of the past comments have included:

“A thoroughly useful course that was fantastically planned and implemented. I learned more than I expected to and I will definitely draw upon this in the future. Thanks.” Simulation

“I learnt a great deal during this course and look forward to applying the skills in the workplace.” Facilitation Skills

“Very good training package.” Introduction to System Dynamics

“Overall I was very pleased with the course, tutors, venue and catering; would highly recommend to my colleagues. It was nice to have some challenging material and see how complicated it can get. Overall an excellent course, Thanks very much!” Decision and Risk Analysis

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