



Advanced Commercial Awareness and Business Acumen Training Course

1 – 5 March 2027
Milan



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Ref: 1098_181053 **Date:** 1 – 5 March 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Advanced Commercial Awareness and Business Acumen Training Course is a one-week course for functional managers, project leaders, technical specialists, business partners and emerging leaders, who leave with a Commercial Decision Pack. Participants connect business model economics, customer value, revenue and cost drivers, pricing logic, competitive positioning, contract implications and commercial risk to everyday choices. The course turns fragmented operational information into commercially grounded recommendations. Agile Leaders Training Center develops commercial awareness and business acumen.

Who Should Attend

- Teams responsible for translating operational choices into business value
- Functions responsible for project scope, resources, suppliers and commercial outcomes
- Specialists responsible for advising decision makers on technical and financial trade-offs
- Business partners responsible for connecting functions, customers and organizational priorities
- Emerging leaders responsible for recommendations that affect revenue, cost and risk

The course assumes participants already contribute to business decisions, and it leaves out sales technique, procurement procedure and introductory accounting instruction.

Departments and Industries

The course supports departments and industries where operational decisions affect customer value, profitability and risk.



- Operations, strategy, finance and project management
- Engineering, technology, product and business partnering
- Energy, construction, manufacturing and logistics
- Healthcare, hospitality, retail and professional services
- Telecommunications, education and public organizations

Learning Objectives

By the end of this course, participants will be able to:

- Apply a business model map to commercial choices
- Analyze customer value and competitive positioning
- Build revenue, cost and profitability drivers
- Compare pricing options and contract implications
- Evaluate commercial risk and financial trade-offs
- Build an evidence-based commercial recommendation



Course Agenda

Day 1: Commercial Context and Business Models

- Business Model Canvas and Value Flow Map
- Stakeholder Value and Influence Matrix
- Revenue and Cost Driver Tree
- PESTLE Market Context Scan
- Five Forces Competitive Position Review

Day 2: Customers and Value Creation

- Customer Segment and Needs Profile
- Value Proposition Canvas Analysis
- Customer Journey Value-Leak Map
- Willingness-to-Pay Evidence Grid
- Competitor Value Benchmark



Day 3: Pricing and Profitability

- Cost-to-Serve Model
- Contribution Margin Bridge
- Price-Volume-Mix Analysis
- Pricing Options Decision Matrix
- Profitability Scenario Model

Day 4: Contracts, Risk and Decisions

- Contract Economics Checklist
- Cash Flow Timing Map
- Commercial Risk and Opportunity Register
- Trade-Off Evaluation Matrix
- Commercial Decision Memo

Day 5: Commercial Decision Practice

- Exercise: Map a Business Model and Value Flow
- Exercise: Diagnose Customer and Competitor Evidence
- Exercise: Test Pricing and Profitability Scenarios
- Exercise: Evaluate Contract and Risk Trade-Offs
- Capstone Exercise: Commercial Decision Pack

Practical Exercises

The course uses suggested activities to convert business evidence into commercially grounded decisions.

- Suggested activity: map how an energy service or technology product creates and captures value
- Suggested activity: compare customer value, competitor positioning and willingness-to-pay evidence
- Suggested activity: model cost-to-serve, contribution margin and pricing alternatives
- Suggested activity: write a decision memo balancing contract economics, cash flow and risk

FAQs

Who suits advanced commercial awareness training, and what does it assume?

Functional managers, project leaders, specialists and business partners suit the training. It assumes they already contribute evidence or recommendations to operational and strategic decisions.

How does commercial awareness differ from basic finance training?

Commercial awareness connects customers, markets, business models, contracts, pricing, profitability and risk, while basic finance training generally concentrates on financial statements, budgets and accounting concepts.

What is business acumen in commercial decision making?

Business acumen is the ability to connect operating choices with customer value, revenue, cost, cash flow, competitive position and risk before recommending action.

How can commercial awareness improve pricing decisions?

Commercial awareness improves pricing by combining customer value, willingness-to-pay evidence, competitive alternatives, cost-to-serve and margin implications rather than relying on cost or instinct alone.

How should commercial risk be evaluated?

Commercial risk should be evaluated by identifying uncertainty, estimating business exposure, comparing potential value, assigning ownership and documenting mitigations alongside the decision rationale.



Conclusion

Participants take back a Commercial Decision Pack containing business model maps, customer evidence, driver trees, pricing scenarios, contract checks, risk registers and a decision memo. The pack makes commercial assumptions visible and comparable across functions. It supports decisions that balance customer value, profitability, cash flow, competitive position and risk.