



ASSOCIATION FOR  
FINANCIAL  
PROFESSIONALS



# AFP<sup>®</sup> CORPORATE TRAINING

*Convenient. Relevant. Effective.*

COURSE CATALOG



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# AFP CORPORATE TRAINING OVERVIEW

AFP's training courses are led by expert instructors who offer strategies, tools and methodologies to keep you ahead of the trends in this rapidly changing environment. The courses cover an array of topics for every level of finance professional, ranging from Excel analytics and payments to treasury management and FP&A. Deepen your knowledge base, build new skills, and master certification exam preparation with any of our specialized courses.



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## Spaced Reviews

To make sure that the information learned during our courses is retained by everyone on your team, we have included complimentary spaced reviews as part of all of our training offerings. These will consist of an hour-long final module that recaps all the key elements of the course taken. Based on your preferences, this session can be a structured review or an open-ended question session. This serves to reinforce course material, making sure your team gets the most out of our courses.

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## Customized Course Bundles

We offer the flexibility to customize your curriculum and create bundles that fit your team's specific learning goals at a special price. We have included some sample bundles below for your reference, but you are not limited to these options. Select any combination of courses from this catalog to create your custom curriculum.

### SAMPLE BUNDLES



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#### EFFECTIVE COMMUNICATION

Improve communication and presentation skills to better tell the story behind your numbers and influence management decisions.

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Financial Analysis: Critical Thinking and Decision-Making

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Painting With Numbers

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Effective Communication Skills for Financial Professionals

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#### CORE TREASURY

Ensure your team has mastered the core elements of treasury.

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Cash Management Fundamentals

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Working Capital Management

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eBAM & Managing Banking Partners

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# Focus Areas by Knowledge Domain

In order for you to find the course that's right for you, we've organized our course offerings by knowledge domain—including designations for core overview courses and more technical courses within each focus area.

FP&A		
KNOWLEDGE DOMAINS	CORE COURSES	TECHNICAL/APPLICATION COURSES
<b>GATHERING AND INTERPRETING INFORMATION</b>	FP&A's Role in Business Strategy and Decision-Making	Advanced Financial Statement and Credit Analysis Using Balanced Scorecards and KPIs to Drive Strategy The New Analyst
<b>UNDERSTANDING FINANCIAL CONCEPTS</b>	The Budget: Aligning Capital, Company and Customers Enterprise Risk Management Financial Risk Management	Advanced Cash Flow Forecasting ▶ Monte Carlo Techniques ▶ Statistical Techniques Basics of Valuation Capital Budgeting Integrating Rolling Forecasts Zero-Based Budgeting (ZBB) Implementation Roadmap
<b>COMMUNICATING AND COORDINATING WORK WITH OTHERS</b>	Effective Communication Skills Painting With Numbers Project Management	Negotiation Skills Impact Business With Data Visualization
<b>ANALYZING INFORMATION</b>	Financial Analysis: Critical Thinking and Decision-Making	Advanced Excel Analytics: VBA Programming
<b>BUILDING FINANCIAL PROJECTIONS</b>	Financial Modeling: Building a Modeling Culture	Financial Modeling: Techniques and Best Practices
<b>USING TECHNOLOGY/SOFTWARE</b>	Developing an Effective Business Analytics Capability Leading With Data: Design Data-Driven Processes Intermediate Excel	Leading Transformation by Mastering Data
<b>FP&amp;A EXAM PREP</b>	FP&A Essentials Series	FP&A Exam Preparation Boot Camp Certified Corporate FP&A Professional Exam Preparation
<b>PARTNERING WITH FINANCE</b>	Finance for Non-Finance Executives and Managers	

Treasury		
KNOWLEDGE DOMAINS	CORE COURSES	TECHNICAL/APPLICATION COURSES
<b>CORPORATE TREASURY FUNCTION</b>	Financial Risk Management	Painting With Numbers
	Treasury Management Fundamentals	Project Management
	eBAM & Managing Banking Partners	
<b>CASH AND LIQUIDITY MANAGEMENT</b>	Integrating Rolling Forecasts	Payments Fraud and Cybercrime
	Mobile Payments	Crafting a Corporate Payments Strategy
	Payments: Systems and Processes	A Guide to Effective Escheatment Management
	Advanced Liquidity Management	Managing Foreign Exchange Exposure Risk
	Cash Management Fundamentals <ul style="list-style-type: none"> <li>▶ Cash Management Fundamentals</li> <li>▶ International Cash Management</li> </ul>	Understanding Foreign Exchange, International Risk and Payments
	International Cash Management	Advanced Cash Flow Forecasting <ul style="list-style-type: none"> <li>▶ Statistical Techniques</li> <li>▶ Monte Carlo Techniques</li> </ul>
		Commercial Account Analysis <ul style="list-style-type: none"> <li>▶ Statements, Rates and Compensation</li> <li>▶ Fees, Service Codes and Keys to Success</li> </ul>
<b>WORKING CAPITAL MANAGEMENT</b>	Purchasing Cards	Decoding Your Analysis Statement
	Working Capital Management	Interest Rate Risk Management
<b>CAPITAL MARKETS AND FUNDING</b>	Basics of Valuation	Advanced Financial Statement and Credit Analysis
	The Budget	Financial Modeling: Techniques and Best Practices
	Financial Modeling: Building a Modeling Culture	FP&A Essentials Series
<b>TREASURY OPERATIONS AND CONTROLS</b>	Enterprise Risk Management	Financial Analysis: Critical Thinking and Decision-Making
	Treasury Technology and Security Controls	
<b>USING TECHNOLOGY/SOFTWARE</b>	Using Balanced Scorecards and KPIs	Intermediate Excel
	Developing Predictive Business Analytics Capability	Advanced Excel Analytics: VBA Programming
		Leading Transformation by Mastering Financial Data
<b>CTP EXAM PREP</b>	CTP Exam Prep Review Course	
<b>PARTNERING WITH TREASURY</b>	A Day in the Life of a Treasurer	



CERTIFICATION EXAM  
PREPARATION



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## Certified Corporate FP&A Professional Exam Preparation

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### COURSE LENGTH

Fifteen 2-Hour Virtual Sessions or Four Full Days In Person

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### DESCRIPTION

The Certified Corporate FP&A Professional Exam Preparation course covers the five knowledge domains that are tested on the Certified Corporate FP&A Professional Exam. Candidates who are well along in their studies of the AFP FP&A Learning System receive comprehensive preparation of all topics they will encounter on the exam. This course includes case study exercises not available anywhere else.

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### LEARNING OBJECTIVES

Participants who successfully complete this course can confidently assume FP&A responsibilities in their organizations and learn how to:

- ▶ Gather qualitative and quantitative information on factors affecting the financial performance of the organization
  - ▶ Analyze data and relevant facts, consolidate and convey insight to support decision-makers and other stakeholders
  - ▶ Assess and adapt their processes to changes in the business environment
  - ▶ Build financial projections and forecasts to provide actionable intelligence for decision-makers within the organization
  - ▶ Use technology and software to perform key financial planning and analysis functions
- 

### AGENDA TOPICS

- ▶ FP&A Exam Part I: Information, Strategy, Macro-Environment, Ratio Analysis, Managerial and Cost Accounting, Microeconomics, Effective Communication
  - ▶ FP&A Exam Part II: Specifying Outputs and Getting Inputs, Using Models and Sensitivities/Scenarios, Making Conclusions and Recommendations, Valuing Projects, Customers, Deals and Products, Applying Best Practices to FP&A Technology/Software, Working With Databases, ERP/GL and Business Intelligence
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## Certified Treasury Professional (CTP) Exam Preparation Review Course

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### COURSE LENGTH

Twelve 2-Hour Virtual Sessions or Four Full Days In Person

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### DESCRIPTION

AFP's CTP exam intensive review course is a four-part review of the concepts and challenging calculations presented in the body of knowledge upon which the CTP exam is based. You'll join other professionals focused on CTP exam preparation and learn test-taking tips that will help you succeed. This fast-moving program is intended for those who are well into their exam preparation studies and are registered to take the CTP exam.

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### LEARNING OBJECTIVES

Participants who successfully complete this course can confidently assume treasury responsibilities in their organizations and learn how to:

- ▶ Understand and review key topic areas in the Essentials of Treasury Management, which include financial accounting, financial planning and analysis, working capital management, working capital tools, cash management and forecasting, payment systems, collections and disbursements, money markets, short-term investing, borrowing, financial risk management, capital markets, financial decisions and management, and capital structure and dividend policy
  - ▶ Discuss these calculations, alternative solutions for solving a number of calculations, and isolating variables to reduce the number of equations that otherwise must be memorized
  - ▶ Understand how the calculations support day-to-day decision-making and how to apply this knowledge when taking the CTP exam
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### AGENDA TOPICS

- ▶ The role of treasury management
  - ▶ Payment systems and money markets
  - ▶ Relationship management and vendor selection
  - ▶ Collections, concentration and disbursements
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## FP&A Essentials Series

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### COURSE LENGTH

Five 2-Hour Virtual Sessions or One and a Half Days In Person

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### DESCRIPTION

The financial planning and analysis profession has experienced rapid growth over the past decade, and there is a significant amount of knowledge required to perform at the highest level. Finance professionals who are able to transform data into actionable knowledge are in demand. In this five-part course, explore key topics in FP&A that will help you excel in your job and drive the organization's future growth.

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### LEARNING OBJECTIVES

- ▶ Address the way the strategic value proposition interacts with the specifics of the organization
  - ▶ Learn about the factors that influence product demand and pricing, types of cost, cost allocation and cost-volume-profit analysis
  - ▶ Determine crucial aspects and analyze information
  - ▶ Discover what is needed to assemble data and build forecasts that drive the various functions in an organization
  - ▶ Learn how to interpret and use financial projections
  - ▶ Review best practices and understand how to use relative, absolute and mixed references
- 

### AGENDA TOPICS

- ▶ FP&A's overall connection to strategy, organization, development and industry
- ▶ Planning and analysis of budget, risk and opportunity
- ▶ Building financial projects, forecasting and statement projections
- ▶ Worksheets and worksheet functions

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## FP&A Exam Preparation Boot Camp

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### COURSE LENGTH

Five 2-Hour Sessions or One and a Half Days In Person

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### DESCRIPTION

The FP&A Exam Preparation Boot Camp prepares candidates to take the FP&A certification examination. This intensive program consists of four learning modules that focus on the FP&A exam's key knowledge areas. The majority of each session's time allotment will be dedicated to exam preparation. Following a review of the specific knowledge area, participants will review multiple-choice questions and task-based simulation problems. These questions will challenge participants to apply their FP&A knowledge to specific subject matter as they prepare to walk into the testing center.

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### LEARNING OBJECTIVES

- ▶ Understand financial statement analysis and ratios and know how to implement them in the FP&A exam
  - ▶ Learn capital budgeting investment decisions and understand how to apply them to the FP&A exam
  - ▶ Understand managerial accounting principles and how to apply them in the FP&A exam
  - ▶ Learn Applied Statistical concepts and how to apply them in the FP&A exam
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### AGENDA TOPICS

- ▶ Financial statement analysis
- ▶ Capital budgeting
- ▶ Managerial accounting
- ▶ Applied statistical concepts
- ▶ Course review & test-taking strategies





CORPORATE FINANCE  
COURSES



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## Advanced Financial Statement and Credit Analysis

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Financial statement and credit analysis involves assessing the profitability and risk of a firm in the recent past, using analytical tools and forecasting its expected and future profitability and risk, and incorporating information about expected economic and strategic changes.

Problems in analyzing financial statements range from legitimate adjustments within GAAP guidelines to more “creative accounting” methods that are designed to actively mislead investors or hide financial discrepancies. This session outlines a six-step process to be used in advanced financial analysis.

Participants gain an understanding of the economic characteristics and current conditions of a firm’s businesses and the particular strategies the firm selects to compete in each of these businesses. Additionally, participants learn how well the firm’s financial statements reflect the economic effects of its decisions and actions. Following a case review is a discussion of deceptive accounting practices and the mechanics of how financial accounting statements might provide an inaccurate picture of a company’s financial health.

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### LEARNING OBJECTIVES

- ▶ Evaluate the benefits and advantages of various valuation methods
  - ▶ Assess a firm’s profitability by using financial statements, ratios and other analytical tools
  - ▶ Examine key aspects of a financial statement and learn to identify missing or incongruent information
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### AGENDA TOPICS

- ▶ Six steps to effective analysis of financial statements
- ▶ Current profitability and risk analysis
- ▶ Forecasted statements preparation
- ▶ Firm valuation

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## Basics of Valuation: How to Determine the Value of Anything

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Valuing assets, projects, investments or just different alternatives can be daunting, even though it is a major responsibility for many in FP&A. There are three general approaches to valuation: discounted cash flow (DCF), relative (multiples) and contingent claim.

While these approaches/models can yield different estimates of value, this course explains the reasons for such differences and provides a way of determining how to select the right model for a specific task. It also helps develop clear guidelines for the valuation process and introduces time-tested models.

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### LEARNING OBJECTIVES

- ▶ Discuss the basics of valuation models
  - ▶ Understand how to apply DCF and free cash models to both equity and the entire enterprise
  - ▶ Understand how to apply relative valuation (multiples) models to both equity and the entire enterprise
  - ▶ Understand option pricing models and their impact on valuation
- 

### AGENDA TOPICS

- ▶ Role and approaches to valuation
- ▶ Equity and enterprise cash flows
- ▶ Fundamental models of valuation
- ▶ Ten steps to better valuation



FINANCIAL PLANNING &  
ANALYSIS (FP&A) COURSES

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# Capital Budgeting: Basics

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## COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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## DESCRIPTION

Capital budgeting is a process for evaluating and ranking the investment opportunities of a firm. Capital budgeting is a bottom-up approach that includes project identification, estimating cash flows, quantifying risk and determining if the proposed project adds value to the firm. Successful firms develop a capital budgeting methodology applicable to all levels of the firm, from analyst to CFO.

This course covers the basics of capital budgeting that all business professionals must understand to successfully navigate the complexities of capital expenditures and investment decision-making. Engineers, scientists, human resources, marketing, accounting and related disciplines must understand how their decisions impact firm value. Course topics include terminology, time value of money, introductory valuation tools, pro-forma cash flow statement development and analysis presentation. AFP also offers intermediate and advanced capital budgeting courses.

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## LEARNING OBJECTIVES

- ▶ Understand the importance of capital budgeting and its impact on firm value
  - ▶ Understand why Albert Einstein said the time value of money is the “most important equation in the history of mankind”
  - ▶ Learn to perform modern capital budgeting techniques in Excel
  - ▶ Learn to build pro-forma cash flow statements in Excel
  - ▶ Learn to prepare a report with assumptions, analyses, and recommendations
- 

## AGENDA TOPICS

- ▶ What is capital budgeting?
- ▶ Time value of money
- ▶ The capital budgeter’s decision tool box
- ▶ Pro-forma cash flow statements
- ▶ Case study discussion
- ▶ The analyst’s deliverable
- ▶ What’s next?

*“This was my first course from AFP, and I enjoyed it very much. The topic was very relevant to my everyday job function, and I am looking forward to learning more about different AFP offerings.”*

*– Amie Beard, Financial Analyst, Verizon*

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## Digital Finance Academy

The Digital Finance Academy is an exclusive AFP customized course bundle, which presents data mastery and analytics from a system agnostic approach and teaches practitioners to excel in any environment that has undergone or needs to undergo a digital transformation. This series of courses\* features a robust curriculum that teaches how to master a company's data, understand the implications digital mastery has for analytics, and implement the strategic decision-making and critical thinking needed for finance to lead data effectively.

To qualify for the Digital Finance Academy bundle, courses 1 and 2 must be taken sequentially prior to completion of courses 3A, 3B and 3C (which can be taken in any order).

Course 1: Leading With Data: Design Efficient and Sustainable Data-Driven Processes for Treasury and Finance

Course 2: Leading Transformation by Mastering Financial Data

Course 3A: Developing an Effective Predictive Business Analytics Capability

Course 3B: Impact Business With Data Visualization

Course 3C: Financial Analysis: Critical Thinking and Decision-Making

\* Courses may also be taken individually in any order; however, they will not be considered part of the Digital Finance Academy.



## COURSE 1

### Leading With Data: Design Efficient and Sustainable Data-Driven Processes for Treasury and Finance

#### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

#### DESCRIPTION

To become better business partners, finance teams must deliver more relevant analyses and go beyond the siloed views of business. Finance teams must dive deeper in their searches for new signals in the enterprise data noise. They must carve out more time for innovation, engagement and execution. A key to this evolution resides in the mastering of not only data but also technology, people dynamics and process optimization. More than “data scientists,” finance teams must become “Data CEOs,” leading a truly balanced approach to building their data supply chains in a sustainable and business-driven manner.

In this course, learn how to architect simple and agile technology solutions that serve your business’s needs. By acquiring the foundations of efficient data management, master the capture, processing and delivery of the data that matters. The course covers change management and project dynamics that make or break initiatives and presents applicable practices to drive game-changing efficiencies in finance/treasury processes.

Designed from the Stanford Continuing Studies classic “Tame Big Data for Big Insight,” this class delivers the most complete training on the topic.

#### LEARNING OBJECTIVES

- ▶ Gain a clear understanding of the technology options in finance
- ▶ Master efficient and sustainable data management practices
- ▶ Lead with confidence and drive support for data initiatives
- ▶ Design extremely efficient processes that empower more focus on collaboration and execution

#### AGENDA TOPICS

- ▶ Data management
- ▶ Data science
- ▶ Technology solutions
- ▶ Linkage to finance process improvement

## COURSE 2

### Leading Transformation by Mastering Financial Data

#### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

#### DESCRIPTION

Data is a key asset for finance and treasury departments. From the raw information constantly collected in transactional systems by business partners such as banks and the markets, all the way to decision-supporting insight, teams must gain control of their data supply chain. They must secure reliable and sustainable sources. They need transparent and agile data acquisition processes. Data must be stored and organized in smart ways to best support analytics. Finally, reporting must be streamlined to ensure the best communication to action-takers.

This course empowers participants with a complete and detailed understanding of data management. Using a holistic view of the domain, finance is enabled to proactively work to ensure timely and quality data, to organize it optimally, and to gain the keys for advanced and highly efficient data processing.

#### LEARNING OBJECTIVES

- ▶ Acquire a clear understanding of data families
- ▶ Master the different options to best organize your finance data
- ▶ Learn key approaches to prepare your data for faster, easier and more reliable analytics

#### SAMPLE AGENDA

- ▶ Introduction: Understanding the data paradigm
- ▶ Start with the right foundations of data
- ▶ Data techniques for next level data management
- ▶ Master Data Management (MDM)
- ▶ Hands-on finance data management
- ▶ Apply learning to real finance, accounting and treasury data
- ▶ Collect raw transactional and market data

## COURSE 3A

### Developing an Effective Predictive Business Analytics Capability

#### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

#### DESCRIPTION

Predictive business analytics is the next competitive edge driving business decisions and actions. Businesses are expected to possess the tools, processes and capabilities to implement and utilize past performance in order to gain forward-looking insight. Organizations are seeking better processes and tools to ensure that the right people have the right information at the right time to make smarter decisions. For years, organizations have sought to develop and deploy an effective process to capture and filter forward-looking measures that enable it to understand significant patterns, relationships and trends in order to facilitate better and more insightful decisions.

By defining the framework and building the business case for developing an effective predictive analytics model, this course promotes clarity and ensures that the application of predictive business analytics is relevant to all financial functions. Explore practical case studies and identify “takeaway” ideas and actions from leading businesses that have successfully implemented these analytical processes.

#### LEARNING OBJECTIVES

- ▶ Design and develop an effective predictive business analytics capability with a high-performing team
- ▶ Effectively select key performance indicators (KPIs) and ensure their relevance and alignment to strategies and operating plans
- ▶ Combine current financial techniques such as budgeting and forecasting
- ▶ Improve reporting and analysis process and increase staff productivity

#### AGENDA TOPICS

- ▶ The function of predictive business analytics
- ▶ The predictive business analytics model
- ▶ Defining KPIs
- ▶ Integrating into management process

## COURSE 3B

### Impact Business With Data Visualization

#### COURSE LENGTH

Two 2-Hour Virtual Sessions or One 4-Hour Session In Person

#### DESCRIPTION

Data visualization is more than just colors or numbers. It is the last step of your analytics process that will convey your findings to your stakeholders for actions.

The choice of media (e.g., interactive dashboards, electronic documents, highly detailed charts) must be adjusted to your audience to ensure understanding, focus and fast actions. At the same time, production and delivery must be streamlined to enable frequency without hindering the performance of daily tasks. Finally, as good visualization often leads to more questions, how can you anticipate inquiry needs as you build them?

#### LEARNING OBJECTIVES

- ▶ Understand how to select the right visualizations
- ▶ Learn how to prepare data for easy production
- ▶ Learn to deliver advanced visualizations at little to no cost

#### AGENDA TOPICS

- ▶ The real goals of visualization
- ▶ Inquiry needs: understanding your business
- ▶ Understand the complete data preparation process for visualization
- ▶ Mastering the latest options in data visualization
- ▶ Hack visualizations at no cost

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## **COURSE 3C**

# Financial Analysis: Critical Thinking and Decision-Making

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### **COURSE LENGTH**

Three 2-Hour Virtual Sessions or One Full Day In Person

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### **DESCRIPTION**

Finance professionals are no longer expected to only present the numbers and statements. Leadership is becoming more dependent on the finance team to provide thoughtful insights and options with the information it presents.

This course focuses on critical thinking skills, financial data analysis and systems thinking to improve value-added decision-making. Participants are introduced to performing value-added financial data analysis with a focus on critically analyzing data versus naive data gathering. Discussions evaluate the different methods utilized in the problem-solving process with an emphasis on situational awareness and continuous evaluation. Participants understand how to identify trends and “stories” in the data that are important for improved decision-making.

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### **LEARNING OBJECTIVES**

- ▶ Recognize trends within data to determine potential actions and conclusions
- ▶ Determine the most effective ways to present conclusions and data analyses to specific audiences
- ▶ Learn to professionally present data analysis and prepare reports that clearly communicate key messages

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### **AGENDA TOPICS**

- ▶ Critical thinking
- ▶ System analysis
- ▶ Decision theory
- ▶ Formulating an analyst report

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## Building a Modeling Culture

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Financial professionals build models so frequently that they rarely think of them as a process or means of communication to be actively managed. It is often taken for granted that they create a language that is spoken every day as part of their work in decision-making, simulations, representations and forecasting. This course advocates for financial professionals to create a culture where models are developed and deployed in a way that makes them useful, shareable and sustainable across the organization.

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### LEARNING OBJECTIVES

- ▶ Understand why the modeling process should be durable and long-lasting
  - ▶ Learn how models can be more shareable—designed for ease of communication and have the ability for ownership to be transferred
  - ▶ Learn tips to ensure your models meet your objectives
- 

### AGENDA TOPICS

- ▶ Work environment and business culture
  - ▶ Policies, procedures and controls
  - ▶ Using consistent data and calculations
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## Techniques & Best Practices

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Financial professionals are frequently tasked with creating effective models that are accurate and dynamic. The power of a financial model comes from the ability to change the inputs and analyze the impact on outputs. This course introduces the key techniques and best practices for building financial models that facilitate a rational and rigorous decision-making process. Through hands-on examples in Excel, participants build from scratch financial models that produce baseline and dynamic outputs in response to changes in real-world scenarios. Examples and illustrations utilize financial and treasury applications.

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### LEARNING OBJECTIVES

- ▶ Define, collect and validate data that is needed to complete a task
  - ▶ Evaluate and build financial models that produce baseline and dynamic outputs in response to changes
  - ▶ Analyze the outputs, conduct sensitivity/scenario/simulation analysis and make recommendations
  - ▶ Use financial models and theory to address problems in the planning and analysis process
- 

### AGENDA TOPICS

- ▶ Identify and define business problems
  - ▶ Choose and build models
  - ▶ Break-even/sensitivity/scenario/simulation analysis
  - ▶ Make conclusions and recommendations
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## FP&A's Role in Business Strategy and Decision-Making

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

FP&A drives business sustainability and growth. However, in order for a business to grow there must be: (1) a clear identification of the firm's values, (2) an effective governance structure, (3) a consistent process for making decisions, and (4) knowledge of the appropriate key performance indicators (KPIs) central to business success. Participants learn how to help their firms improve in these areas in order to sustain growth, with clear objectives and takeaways. Participants practice a decision-making strategy that focuses and streamlines the strategic thinking process.

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### LEARNING OBJECTIVES

- ▶ Understand the key role that FP&A plays in crafting and implementing business strategy
  - ▶ Understand how inefficient governance structures and poor decision-making prevent business growth
  - ▶ Learn an effective model for identifying a firm's values and implementing an effective decision-making strategy
  - ▶ Identify the KPIs essential to business growth
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### AGENDA TOPICS

- ▶ Firm values
  - ▶ KPIs
  - ▶ Decision-making theory
  - ▶ Establishing effective governance structures
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## Integrating Rolling Forecasts

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Rolling forecasts are a popular topic in today's financial best practices. Companies are increasingly moving away from exclusive reliance on traditional budgeting due to its inflexibility and reactive perspective. Instead, companies are favoring dynamic, forward-looking forecasts that can incorporate flexible assumptions, contemplate various scenarios, be updated regularly and drive business growth. As corporate financial planning and analysis groups become more important, static budgets and rolling forecasts will coexist, with the latter serving as a key tool for strategic decision-making.

This course explores how rolling forecasts assist business professionals and leadership in making more educated decisions and taking more calculated risks. Using customized case studies and real-life examples, participants are "implementation-ready" and able to apply the theory and practices to their work. Gain confidence in the process for building and managing rolling financial forecasts, and walk away knowing how to create an effective rolling financial forecast.

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### LEARNING OBJECTIVES

- ▶ Learn the benefits, limitations and differences between static annual budgets and rolling forecasts
  - ▶ Demonstrate the effectiveness of rolling forecasts as a management decision-making tool
  - ▶ Create a checklist of steps for creating a rolling forecast
  - ▶ Learn Excel modeling best practices relevant for forecasting
  - ▶ Learn what modifications can translate static budgets into flexible, integrated rolling forecasts
- 

### AGENDA TOPICS

- ▶ Introduction to forecasting and its application in business
  - ▶ Key benefits, purposes and types of rolling forecasts
  - ▶ Technology in forecasting
  - ▶ How to create and update rolling forecasts
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## Painting With Numbers: A Different Perspective on the Craft and the Art of Presenting Numbers

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

How well you communicate is critical to your effectiveness and success as a professional, and make no mistake about it: presenting numerical information is communicating, just like writing and speaking. This interactive and entertaining course offers a different perspective on and practical suggestions for presenting effectively all those numbers so critical to an FP&A professional's job.

Just as with writing and speaking, communicating numbers requires awareness and skill at three levels:

1. Knowing the rules—yes, there is a grammar to presenting numbers!
  2. Having a sense of narrative flow—remember that you are telling a story.
  3. Showing respect to your audience and earning theirs: The credibility of the information you're presenting and your personal credibility are deeply intertwined.
- 

### LEARNING OBJECTIVES

- ▶ Learn to present numbers to any audience in a way that is clear, concise, stylish and, most of all, effective
  - ▶ Capitalize on the parallels between presenting numerical information effectively and writing or speaking articulately and eloquently
  - ▶ Determine the appropriate use of tables, graphs, metrics and tools for developing and presenting information
- 

### AGENDA TOPICS

- ▶ The nuts and bolts of presenting numbers effectively
  - ▶ Graphs: The cartoons of numbers
  - ▶ A case example from American politics and M&A
  - ▶ The one report every organization needs
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## The Budget: Aligning Capital, Company and Customers

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Why do we budget? This course faces the question in two ways, first by reviewing the arguments against the budget process in a fast-paced, dynamic world. With this foundation established, the course then lays out a straightforward argument that budgets are a tool to align a wide range of interests to produce consistent actions, such as investor capital deployed through corporate people, resources and processes to meet the company's mission and investors' needs.

In this course, attendees learn how all parts of the organization must align effectively and strategically to create an effective budget. It is important for finance professionals to clearly communicate the goals of the budget to other parts of the organization, in addition to responding to their requests or objections. Attendees learn not only the technical aspects of the budgeting process, but also how to communicate clearly with stakeholders. Lastly, the attendees come to a firm understanding about executing the budget with a mindset of continuing improvement.

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### LEARNING OBJECTIVES

- ▶ Understand the need and value of a coherent and pragmatic planning process
  - ▶ Learn to align the organization to the budget so all stakeholders can validate and strengthen the process
  - ▶ Walk away with key tips for executing communication with other parts of the firm as a key process
  - ▶ Be informed of the many nontechnical tools available to assist finance staffs as they create budgets
- 

### AGENDA TOPICS

- ▶ Capital alignment
  - ▶ Strategic alignment
  - ▶ Operational alignment
  - ▶ Planning alignment
  - ▶ Executing the budget
  - ▶ The budget's relevance in today's corporate environment
  - ▶ Budgeting tools, technical and nontechnical, for practitioner success
  - ▶ Financial models
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## The New Analyst: Resources for Newly Hired Financial Professionals

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person  
This course is also available on-demand.

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### DESCRIPTION

Newly hired analysts often have a strong educational background in finance, but still have knowledge gaps when they enter a corporate environment. This course provides new analysts with resources to help understand and perform the initial tasks they are assigned, and provides them with a set of questions to ask internal managers so they can maximize their performance. In this course, new analysts learn about key job tasks, working with internal partners, systems, modeling, ratio analysis and more. This course is also available in an on-demand format, so it can be used as an on-boarding tool. Ideal for putting finance educational backgrounds into established corporate contexts.

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### LEARNING OBJECTIVES

- ▶ Understand the various common skills gaps
  - ▶ Learn an analyst's role within a department, business unit, and company
  - ▶ Translate financial concepts into a company's various systems and processes
  - ▶ Learn to model for your company based on its specific needs and strategic goals
- 

### AGENDA TOPICS

- ▶ Key job tasks for analysts in various roles
- ▶ Tips for getting better
- ▶ Setting your career trajectory
- ▶ What systems will you use (e.g., SAP, Oracle)?
- ▶ Resources: Tips for how to learn systems
- ▶ Analysis principles
- ▶ Working in Excel
- ▶ Modeling skills
- ▶ Ratios
- ▶ Advanced problems
- ▶ Difficult Excel problems
- ▶ Advanced scenarios
- ▶ Looking ahead

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## Using Balanced Scorecards and KPIs to Drive Strategy

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This course explores organizational strategy development to measure and manage KPIs and balanced scorecards in a focused manner. FP&A-driven budgeting, forecasting and analysis integrated with KPIs for real-time industry and economy-relevant decision-making will be explored. In addition to concepts and analytical learning, this session introduces a web-based open-source technology devoid of licensing and capable of integrating into any financial technology environment to drive web-enabled analytics. Learn tools and techniques to gain hands-on experience for developing FP&A-lead balanced KPIs so organizational agility is organically developed for both sustained economic value creation and sound decision-making.

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### LEARNING OBJECTIVES

- ▶ Provide a blueprint for the concepts of balanced scorecards and KPIs
  - ▶ Provide a checklist for developing KPIs taking into consideration the underlying industry and economic realities
  - ▶ Understand the tools and methodologies to analyze KPIs to provide organizational decision support
  - ▶ Understand the value of web-enabled KPIs and analytics for real-time decision-making
  - ▶ Understand the methodology for integrating open source
- 

### AGENDA TOPICS

- ▶ Focused business drivers and FP&A's role in focused strategy
- ▶ Strategy and mission congruence
- ▶ FP&A budget and forecast, developing and testing playbooks

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# Zero-Based Budgeting (ZBB) Implementation Roadmap: Unlocking the Value of Your Company

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## **COURSE LENGTH**

Two or Three 2-Hour Sessions or One 4-6 Hour  
In Person (depending on customization)

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## **DESCRIPTION**

Driving productivity and efficiency in times of lower economic growth in a rapid, disruptive and increasingly global competitive environment is challenging. Financial professionals need to identify and implement new tools strategically in order to help their companies to deliver their “campaign promises” to their stakeholders. Zero-based budgeting (ZBB), “A New Take on an Old Method,” can be deployed across multiple functional areas (front, middle and back offices) in various sectors (e.g., financial services, manufacturing, government) to fuel the profitable growth by reallocating unproductive resources to more lucrative activities. The ZBB course—a potentially fully-customized boot camp—will introduce and demonstrate the ZBB model and guide financial professionals through the ZBB process to identify and implement end-to-end cost visibility, accountability, challenge and resource reallocation to achieve sustainable savings and deliver profitable growth.

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## **LEARNING OBJECTIVES**

- ▶ Discuss the need for the new mindset of a ZBB model
  - ▶ Understand how to apply ZBB models
  - ▶ Determine visibility of resources
  - ▶ Identify waste areas
  - ▶ Develop linkage between freed up capitals to growth strategies under the current environment
  - ▶ Draft pro forma income statement and balance sheet
  - ▶ Demonstrate savings sustainability and deliverable profitable growth
- 

## **AGENDA TOPICS**

- ▶ Myths and realities of ZBB
- ▶ Traditional budget process vs. ZBB
- ▶ Philosophy of ZBB
- ▶ Process of ZBB
- ▶ End-to-end visibility cost breakdown analysis
- ▶ Challenge and accountability
- ▶ Valuation of ZBB
- ▶ Case study: client company or fictional company (depends on customization)







PAYMENTS  
COURSES

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## Mobile Payments

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This course provides participants with a full understanding of the mobile landscape. Topics covered are the evolution of mobile technologies, the different mobile payments models and the impact of payments rules and regulations (Durbin) on mobile payments. Participants learn to assess their organizations' functionality needs and determine which approaches are right for them.

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### LEARNING OBJECTIVES

- ▶ Understand how mobile payments fit within the overall payments framework
  - ▶ Review existing mobile payment technologies, including near-field communication (NFC) and the cloud
  - ▶ Examine mobile payments' impact on the point of sale (POS)
  - ▶ Explore different alternatives and approaches for using mobile technologies in consumer payments
- 

### AGENDA TOPICS

- ▶ The environment and payments framework
- ▶ Mobile technology evolution and payment projections
- ▶ Important payment technology bits
- ▶ The "layering" of mobile payments, and the mobile wallet/service landscape

*"The courses are eminently worthwhile, and thanks in large part to these and other educational forums, we re-engineered the entire procure-to-pay process to great effect and completely revamped the treasury management system."*

*- Bill Wiser, Controller, Church Communities*

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## Payments Fraud and Cybercrime

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Payments fraud has been a significant problem for companies of all sizes for many years, and the growing incidence of cybercrime makes the problem even greater. This course provides participants with an overview of the basic types of payments fraud and discusses practices in fraud prevention and control. The session also covers the growing incidence of cybercrime and account takeover and presents best practices in dealing with the problem. Additionally, guidance will be provided on what to do when, not if, payments fraud and cybercrime occur.

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### LEARNING OBJECTIVES

- ▶ Understand exposure to the types of payment fraud
  - ▶ Analyze the elements of cybercrime and account takeover
  - ▶ Review and understand best practices in managing the risk of payments fraud and cybercrime
  - ▶ Determine what steps to take after an attack has occurred
- 

### AGENDA TOPICS

- ▶ Background and trends of payments fraud
- ▶ Cybercrime: Malware, phishing, farming
- ▶ Account takeovers and cyber risk management plans



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## Payments: Systems and Processes

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

This course provides an understanding of payment systems and processes from the corporate treasury management perspective. ACH, wire, card and alternative payment processes are covered from origination to settlement for business-to-business and business-to-consumer applications. The terms and associated rules and regulations for the most popular payments options are covered. This course offers high-level value for all attendees who would like to learn more about the current payments environment.

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### LEARNING OBJECTIVES

- ▶ Recognize the most popular types of non-paper-based payment instruments, their formats and mechanisms
  - ▶ Identify how each payment type is originated and settled and the participants involved
  - ▶ Consider speed, finality, remittance data, transaction costs, limitations and risk when selecting payment mechanisms
- 

### AGENDA TOPICS

- ▶ Payment systems concepts, rules and regulations
  - ▶ Wire transfers systems and messaging
  - ▶ Straight-through processing overview
  - ▶ Emerging and alternative payments
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## Purchasing Cards (P-Cards)

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

A purchasing card is a lesser-known card product that has established a stronghold in the procure-to-pay process, and when implemented correctly, results in significant cost savings. This course provides foundational knowledge of several key purchasing card topics including commercial card options (T&E, P-Card or Single-Use Accounts), procure-to-pay metrics, effects of P-Card on P-to-P metrics and trends in spend and payment terms with a P-Card. The course also covers the stages of implementing and maintaining a P-Card program including provider selection, services and tools, financial system integration and vendor management. Additionally, attendees will evaluate the effects of a P-Card program on working capital and cash flows.

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### LEARNING OBJECTIVES

- ▶ Understand the procure-to-pay process, before and after P-Card implementation to enterprise finance, including working capital and DPO (Days Payable Outstanding)
  - ▶ Gain knowledge of other commercial card offerings, including ghost cards, travel, single-use accounts and declining balance cards
  - ▶ Understand the process of determining necessary program features, administration and management
  - ▶ Learn to work with suppliers to ensure a high rate of P-Card acceptance
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### AGENDA TOPICS

- ▶ Infrastructure and support systems
  - ▶ Data levels
  - ▶ Supplier enablement
  - ▶ Metrics and data mining
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RISK MANAGEMENT  
COURSES



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## Enterprise Risk Management

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

The level of interest in enterprise risk management (ERM) has never been greater. The global financial crisis has brought on a new age of uncertainty. Organizations across all industries are reexamining their risk management practices to identify and address key weaknesses. Key stakeholders are also increasing their expectations and requirements, and numerous surveys indicate that risk management has become the top agenda item for corporate boards. Regulators have increased their examination and disclosure requirements. This course focuses on how companies can realize significant and tangible value by integrating ERM into their strategic, business and financial management processes.

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### LEARNING OBJECTIVES

- ▶ Develop a practical ERM framework and implementation plan
  - ▶ Implement and integrate ERM into strategic and business decisions
  - ▶ Establish effective risk management policies and explicit risk tolerance levels
  - ▶ Develop effective dashboard reporting for senior management and the board
  - ▶ Create an effective feedback loop for ERM performance
- 

### AGENDA TOPICS

- ▶ Key trends and issues for risk management
- ▶ Lessons learned from crises and disasters
- ▶ Risk assessment and quantification tools
- ▶ Developing a strategy and plan for ERM and industry-specific standards/requirements

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## Financial Risk Management

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Financial and treasury professionals are challenged to manage financial risks—interest rate risk, FX risk, equity risk, liquidity risk and credit risk—at their firms. This course reviews the key trends and developments in financial risk.

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### LEARNING OBJECTIVES

- ▶ Discuss risk analytics, risk assessments, key risk indicators, value-at-risk and economic capital models
  - ▶ Review risk management policies, including the development of risk tolerance levels and risk governance, including the role of the board vs. management
  - ▶ Analyze the role of financial risk within an overall ERM framework
  - ▶ Discuss expected benefits, performance metrics and feedback loops for effective risk management
  - ▶ Summarize lessons learned from the global financial crisis
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### AGENDA TOPICS

- ▶ Emerging risk analysis and warning indicators
- ▶ Acceptance of ERM driven by four key forces
- ▶ Financial risk management practices and strategies
- ▶ Board and management governance structure

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## Interest Rate Risk Management

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Although the vast majority of commercial borrowers have enjoyed low and stable interest rates over recent years, this phase of the economic cycle will inevitably end. At some point, interest rates will rise. With proven risk management tools at the disposal of treasury and finance managers, there's little justification for a company to be unprepared. This course teaches finance professionals the tools available for managing interest rate risks and how to manage strategy in order to achieve a variety of interest rate objectives.

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### LEARNING OBJECTIVES

- ▶ Establish an effective governance structure and policy for interest rate risk
  - ▶ Understand the analytical models and their applications
  - ▶ Develop risk management and hedging strategies
  - ▶ Design effective board and management reports
- 

### AGENDA TOPICS

- ▶ Financial risk management practices
  - ▶ Risk analytics and models
  - ▶ Methodologies for value at risk
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## Managing Foreign Exchange Exposure Risk

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

This course is designed for individuals who have added foreign exchange exposure management to their responsibilities, individuals cross-training for these responsibilities and those whose companies may be contemplating implementation of a currency hedging program. This course focuses on a best-in-class FX hedge program, reviews accounting and economic currency exposure sources, valuation basics and application of forwards and options, implications and requirements of derivative accounting (GAAP), and reporting on program performance to management.

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### LEARNING OBJECTIVES

- ▶ Understand the interaction of currency exposure and accounting
  - ▶ Review fundamentals of derivative valuations from both market and reporting perspectives
  - ▶ Provide the know-how to dissect currency gains and losses
  - ▶ Tie hedge objectives to performance reporting
- 

### AGENDA TOPICS

- ▶ Currency transaction and translation concepts
  - ▶ Cash flow hedge accounting and performance
  - ▶ Fair value and net investment overview
  - ▶ Proposed accounting standard update to hedge accounting
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# Understanding Foreign Exchange, International Risk and Payments

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## COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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## DESCRIPTION

This highly interactive course deals with topics that are crucial to the treasury professional who will be managing an international treasury. The starting point is to provide a thorough understanding of the basics of foreign exchange, how to read the rates, apply forward points and perform currency conversions. This leads into the topic of managing risk and the tools for managing global risks. The course covers not just foreign exchange risk but also commercial and other types of risk.

The final topic is international payments, and it explains why cross-border payments and collections are still so inefficient and often prone to inexplicable delays and unexpected charges. The session examines how international payments are made and then explores the ways in which payments and collections can be made more efficiently, including paper and electronic payments and the new SEPA instruments.

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## LEARNING OBJECTIVES

- ▶ Learn how to read and calculate spot and forward rates
  - ▶ Understand how to manage and mitigate risk in international business
  - ▶ Evaluate the options for making international and cross-border payments more efficiently
- 

## AGENDA TOPICS

- ▶ Basics of foreign exchange and how to read foreign exchange rates
- ▶ International risk and tools for managing risk
- ▶ International payment systems and making international payments



# TREASURY MANAGEMENT COURSES



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## A Day in the Life of a Treasurer

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### COURSE LENGTH

Four 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

This course explores the world of treasury management and is designed specifically to highlight the role of the treasurer, assistant treasurer and cash manager from their points of view. Through engaging interactive activities and case studies, participants truly “walk a mile” in the shoes of a treasurer.

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### LEARNING OBJECTIVES

Attendees attain a better understanding of:

- ▶ Day-to-day functionality and importance of the many traditional roles played by treasury professionals
  - ▶ Key external drivers that continue to transform the role of the treasury professional today
  - ▶ Critical treasury department deliverables as seen through the eyes of senior management and the C-suite
  - ▶ Risk management principles and the methods treasury professionals utilize to avoid, mitigate and/or eliminate risk
- 

### AGENDA TOPICS

- ▶ Corporate treasury function and cash management
- ▶ Risk management
- ▶ Electronic payments and cash forecasting
- ▶ Corporate financial management

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## A Guide to Effective Escheatment Management

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This course serves as a guide for those who need to understand state unclaimed property requirements and the risks associated with inadequate or inaccurate compliance.

Attendees learn about effective escheatment management topics, including risk minimization, mitigation and remediation and the framework for creating unclaimed property policies and procedures. Examples of internal compliance organization schemes and the composition of the internal compliance team are given. Further, the realities of state voluntary disclosure programs, unclaimed property audits and noncompliance penalties and interest charges are discussed. Interpretations on current trends and recently enacted or pending regulations will be provided.

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### LEARNING OBJECTIVES

- ▶ Acquire up-to-date information about current unclaimed property trends, legislation and regulations
  - ▶ Understand risk remediation measures and appropriate use of state voluntary disclosure programs
  - ▶ Explore the policies and procedures and internal structural elements associated with effective escheatment management
  - ▶ Identify the risks posed by inadequate or inaccurate escheatment compliance
- 

### AGENDA TOPICS

- ▶ Unclaimed property basics
- ▶ Record review and statutory due diligence
- ▶ Third-party administrators and a holder’s obligation
- ▶ Managing unclaimed property risk

# Advanced Cash Flow Forecasting

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## Statistical Techniques

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

### DESCRIPTION

Statistical techniques provide extremely helpful tools for forecasting future cash flows. This course uses practical examples to show how various statistical methods can be used to forecast components of the cash budget. The advantages and disadvantages of each technique are discussed. The majority of the course covers the practical application of statistical methods using Excel; interpretation of the results is emphasized.

### LEARNING OBJECTIVES

- ▶ Apply univariate statistics to forecast cash flow components
- ▶ Use time-series methods and smoothing techniques to forecast
- ▶ Apply regression analysis to forecast components of the cash budget
- ▶ Learn how to assess the adequacy of the cash flow forecast

### AGENDA TOPICS

- ▶ Calculating and forecasting cash flow with the receipts and disbursements method
- ▶ Probability distributions
- ▶ Confidence intervals for periodic cash flows
- ▶ Exponential smoothing techniques

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## Monte Carlo Techniques

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

### DESCRIPTION

Monte Carlo methods are invaluable resources to evaluate a range of possible outcomes for those forecasting business activities. Through a variety of examples and demonstrations, this course helps attendees to apply Monte Carlo methods to cash flow forecasting problems, such as mixing forecasts, non-normal cash flow distributions and multi-period forecasting, and execute Monte Carlo models as an Excel spreadsheet using a third-party plug-in. The benefits and challenges to this method of forecasting are addressed.

### LEARNING OBJECTIVES

- ▶ Understand the use of Monte Carlo simulation, including random number generators, distribution fitting, drawing observations and interpretation of results
- ▶ Apply Monte Carlo methods to problems such as simulating cash flow statements, finding optimal order quantities, forecasting exchange rates, etc.
- ▶ Understand the pitfalls and limitations of Monte Carlo techniques

### AGENDA TOPICS

- ▶ Overview of Monte Carlo methods
- ▶ Important distributions
- ▶ Inverse distributions



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# Advanced Liquidity Management

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## COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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## DESCRIPTION

As a business grows internationally, there is a point at which it becomes necessary to open and hold foreign currency accounts. The questions are then, when and where? The course examines the various options and looks at the tools available to treasury to organize itself in the most efficient manner for cross-border liquidity management.

The final challenge becomes one of putting in place a banking structure for managing global cash efficiently and understanding the various tools for optimizing cross-border liquidity, such as netting and cash pooling. The course examines the options available to treasury and the considerations when selecting appropriate banking partners. Examples are provided throughout of how different types of companies manage their global liquidity, and the course ends in a practical case study in which participants will be asked to design an appropriate account structure.

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## LEARNING OBJECTIVES

- ▶ Understand the available options and implications when opening foreign currency accounts
  - ▶ Review the internal structures treasury can use to better manage global liquidity
  - ▶ Examine the tools available through SWIFT to manage liquidity
  - ▶ Learn about the different ways in which banking structures and services can be used to optimize global liquidity
- 

## AGENDA TOPICS

- ▶ Managing foreign currency accounts
- ▶ Efficient treasury structures
- ▶ Local bank and multibank structures

# Cash Management

## Cash Management Fundamentals

### COURSE LENGTH

Four 2-Hour Virtual Sessions or One Full Day In Person

### DESCRIPTION

This interactive course is guaranteed to lay the foundation for a complete understanding of corporate cash management. Starting with the cash conversion cycle, the course explores how cash flows in and out of a company and how liquidity levels can be managed. Using case studies and real-world examples, attendees learn how the concepts and practices are applied to real-life scenarios.

### LEARNING OBJECTIVES

- ▶ Recognize key concepts, terminology, goals and tools used in the management of corporate cash
- ▶ Examine the cash conversion and operating cycles of a company and methods used to forecast cash flows
- ▶ Identify objectives and methods used to collect receipts quickly and control disbursements
- ▶ Identify basic borrowing and investment techniques used to ensure adequate liquidity
- ▶ Explore fundamental techniques specific to cross-border cash management
- ▶ Define interest rate and exchange rate risk and review instruments used to manage financial risk
- ▶ Identify methods used to compensate financial institutions and understand the account analysis statement

### AGENDA TOPICS

- ▶ Objectives of cash management
- ▶ Introduction to the U.S. financial environment
- ▶ Case study: Collections, disbursements and forecasting
- ▶ Exchange and interest rate risk management

## International Cash Management

### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

### DESCRIPTION

Never has it been more important for companies to manage their working capital and overcome the challenges of managing global liquidity. This highly interactive course is designed to introduce participants to the more advanced topics of international liquidity management. First, this course examines the available options in terms of when to open an account, where to domicile it, the tax and regulatory implications, as well as some of the fees and charges you may not be expecting. The section also differentiates some of the services offered by SWIFT to help companies manage these accounts.

Next, this course reviews the many tools and techniques available to treasury to optimize liquidity, both internally and externally. After a brief recap of the tax and regulatory issues that impact liquidity structures, this session examines the most popular banking structures that are available for managing cross-border liquidity. The advantages and disadvantages of each are discussed, and a case study wraps the session up.

### LEARNING OBJECTIVES

- ▶ Examine and differentiate between the different types of risk associated with doing business internationally, including country risk and commodity risk, and learn the tools for managing risk
- ▶ Understand why foreign currency and multicurrency accounts are needed, when to open one and where to hold the FCY account
- ▶ Explore both internal and external liquidity management tools
- ▶ Understand the legal and regulatory issues involved with international cash management
- ▶ Review the various banking structures and how to select appropriate banking partners

### AGENDA TOPICS

- ▶ Managing risks
- ▶ Foreign currency accounts
- ▶ Internal and external liquidity management tools
- ▶ Legal and regulatory issues

# Commercial Account Analysis and Billing Statements

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## FULL COURSE LENGTH

Four 2-Hour Virtual Sessions or One Full Day In Person

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## DESCRIPTION

This two-part series, which consists of the two courses listed below, takes an in-depth look at all there is to know about the U.S. analysis and billing statement. This is the monthly statement that commercial accounts receive detailing all aspects of their deposit accounts' performance, along with the bill. All the elements that revolve around balances, services, earnings credits and current regulations are discussed, along with the many techniques you can use to maximize your deposit account performance and lower your monthly fees.

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## LEARNING OBJECTIVES

- ▶ Learn those topics that have a significant effect on the fees you pay
- ▶ Learn how to use electronic statements and the AFP codes
- ▶ Learn about the BSB
- ▶ Learn the keys to success in maximizing deposit account relationships

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## Statements, Rates and Compensation

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### PART I LEARNING OBJECTIVES

- ▶ Review each component of the billing statement and its functions
  - ▶ Understand the rates used in the billing statement
  - ▶ Learn how all the parts of a statement integrate in the compensation section
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### AGENDA TOPICS

- ▶ Hard and soft interest
- ▶ Electronic statements
- ▶ Proactive relationship management

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## Fees, Service Codes and Keys to Success

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### PART II LEARNING OBJECTIVES

- ▶ Discover how to use electronic statements and the AFP codes
  - ▶ Learn about the BSB
  - ▶ Identify the keys to success in maximizing deposit account relationships
- 

### AGENDA TOPICS

- ▶ Elements of analysis
- ▶ Balance considerations
- ▶ Dodd-Frank and FDIC fees

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## Decoding Your Analysis Statements

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Dive into the wealth of information contained in your bank account analysis statements. Participants learn the AFP guidelines for account analysis statements, how electronic statements work, how AFP Service Codes could and should be assigned, and perform their very own cross-bank comparisons. Have accounts overseas? Learn how to gain visibility into international bank fees and what the industry is doing to make things better. Participants are encouraged to bring their own account analysis statements to begin building their own cross-bank comparison models.

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### LEARNING OBJECTIVES

- ▶ Learn to comprehend account analysis statements
  - ▶ Discover the math behind how companies can use AFP Service Codes and Global Service Codes to build models for cross-bank comparisons
  - ▶ Understand the differences in billing logic utilized by many of the largest banks
  - ▶ Gain visibility into international bank fees
- 

### AGENDA TOPICS

- ▶ Statement formats
- ▶ U.S. and global code mapping
- ▶ Bank terminology
- ▶ Cross-bank comparisons

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## eBAM & Managing Banking Partners

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This course focuses on establishing and maintaining effective controls internally and with banking partners. Participants gain a complete understanding of the tactical requirements for maintaining relationships and broaden their perceptions to include a more holistic vision of how their partners can serve the company regardless of the environment. In addition, participants assess the current domestic regulatory and compliance landscape, evaluate various international regulatory requirements, identify the challenges faced in building a global banking scheme, and review the SWIFT corporate access model, delving into the impact of eBAM on establishing solid controls.

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### LEARNING OBJECTIVES

- ▶ Develop a holistic view of bank relationships
  - ▶ Discuss tactical requirements for maintaining effective controls around bank accounts
  - ▶ Differentiate methods of monitoring and reducing costs
  - ▶ Review effective bank account management processes
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### AGENDA TOPICS

- ▶ Managing and maintaining bank relationship risk
- ▶ Managing costs of bank relationships
- ▶ Electronic bank account management
- ▶ SWIFT, eBAM and conversion types

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## Treasury Management Fundamentals

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### COURSE LENGTH

Four 2-Hour Virtual Sessions or Two Full Days In Person

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### DESCRIPTION

Gain a thorough understanding of the fundamentals of treasury management, and get ideas for ways treasury departments can add value to your company while increasing responsibility and visibility. Participants complete a journey that begins with the overall role of treasury and its relationships to financial service providers and then continues with working capital, payments, money movement, capital markets, borrowing and investing. Cash forecasting methods, ways to identify various risks and financial management round out the general topics covered. This course also explores ways treasury departments have stepped outside normal responsibilities to expand their contributions and visibility within their companies by becoming unofficial consultants to other departments.

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### LEARNING OBJECTIVES

Attendees attain a better understanding of:

- ▶ Increasing treasury's value to the company by serving as a consultant to other departments
  - ▶ Critical treasury deliverables to senior management and the C-suite
  - ▶ Selecting the right cash forecast model for your company
  - ▶ Optimizing receipts, disbursements and cash management
  - ▶ Creating and analyzing RFPs and selecting vendors
- 

### AGENDA TOPICS

- ▶ The role of treasury management
- ▶ Banks, financial institutions and regulations
- ▶ Working capital management
- ▶ Short-term borrowing and investing
- ▶ Relationship management and vendor selection
- ▶ Long-term and capital investments
- ▶ Enterprise and operational risk
- ▶ Financial accounting

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## Treasury Technology and Security Controls

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Treasury Technology and Security Controls guides the treasury and finance practitioner through a technology implementation project from the RFP through the final evaluation and assessment. The course examines the requirements of a technology solution and methods to define and understand criteria. Reasons for upgrading technology are discussed, including the security and control surrounding payments and elsewhere within the treasury environment.

In this course, participants also learn techniques for assessing the requirements and determining which solution best fits the department, regardless of any resource constraints. Strategies for implementing the solution efficiently while avoiding any common missteps will be reviewed in order to gain a greater understanding of the implementation process.

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### LEARNING OBJECTIVES

- ▶ Understand how to identify and define the technology solution requirements of a treasury department
  - ▶ Develop the initial requirements definition exercise into a technology selection project—embracing the specific nature of different treasury environments
  - ▶ Acquire the fundamentals of project management to deliver successful implementation of the selected system
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### AGENDA TOPICS

- ▶ A treasurer's role and drivers of technology use
- ▶ Building and presenting a business case
- ▶ Defining requirements and RFPs
- ▶ Managing implementation

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## Working Capital Management

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Cash flow resulting from changes in working capital is the life blood of the company. Positive working capital allows the company to meet obligations, to grow and to weather financial fluctuations. Cash flow from working capital is the most important measure of financial performance for any company.

In this forward-looking session, attendees learn how to become a strategic business partner through the management of global working capital, best practices in the management of working capital and how to integrate the management of global working capital with cash management and forecasting.

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### LEARNING OBJECTIVES

- ▶ Learn the concepts and structures for the management of global working capital
  - ▶ Integrate the management of global cash with that of working capital
  - ▶ Use knowledge of working capital and cash to improve cash forecasting
  - ▶ Become a strategic partner through the effective management of global working capital
- 

### AGENDA TOPICS

- ▶ General cash flows and investment strategies
- ▶ Alternative current asset financing policies
- ▶ Liquidity sources and uses
- ▶ Relationship between treasury and credit management

*“It was the most informative and hands-on training class I have ever taken. The examples and handouts were extremely helpful. I will be able to implement the training immediately.”*

*– Kevin Smith, CTP, Cash Manager  
Oneida Indian Nation*







# CAREER SKILLS COURSES

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## Intermediate Excel: Analytical Tools for Treasury and Finance

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This course introduces the experienced Excel user to the more advanced data analysis features of the product, including functions, macros, pivot tables and the Visual Basic for Applications (VBA) language. Through hands-on examples, participants learn to extract business insights from their spreadsheet applications and enhance the analytical capabilities of their finance-related applications.

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### LEARNING OBJECTIVES

- ▶ Create a dashboard with Excel
  - ▶ Master various data summarization and visualization tools
  - ▶ Manipulate raw data, such as dates and texts, into a user-friendly format
  - ▶ Conduct sensitivity/scenario analysis, optimization and forecasting with Excel
  - ▶ Automate repetitive tasks through macros
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### AGENDA TOPICS

- ▶ User interaction and data summarization
- ▶ Data visualization and optimization
- ▶ Data cleaning and automation

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## Advanced Excel Analytics: VBA Programming

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This Advanced Excel Analytics course focuses on using Visual Basic for Applications (VBA) scripts to write functions and custom macros. The use of user forums, which control macro events, is also discussed. All examples and illustrations will utilize financial and treasury applications.

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### LEARNING OBJECTIVES

- ▶ Understand the use of VBA and its relation to macros
  - ▶ Identify the key parts of the Visual Basic Editor
  - ▶ Utilize VBA to write simple functions and subroutines
  - ▶ Debug programs using VBA tools
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### AGENDA TOPICS

- ▶ Functions, subroutines and programming language
- ▶ Interactions with cells, ranges and worksheets
- ▶ Case study: Multilateral netting application

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## Effective Communication Skills for Financial Professionals

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

Communication skills are vital to a financial professional's business success. One study estimates that 85 percent of success in business is determined by communication skills, and employers rank "verbal communication skills" as the most important skill necessary to do the job well. This course provides strategies and tools that can be immediately applied, including how to create a communication skills development plan. Learn how to effectively communicate through both written and verbal financial presentations.

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### LEARNING OBJECTIVES

- ▶ Understand how to determine the optimal level of detail to provide for your audience
  - ▶ Develop techniques to improve active listening skills
  - ▶ Learn best practices for presenting financials and other numbers
  - ▶ Assess impact of varying tones and attitudes
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### AGENDA TOPICS

- ▶ Goal setting
  - ▶ Understanding your audience and tailoring your communication
  - ▶ Clarifying tone and attitude
  - ▶ Best practices for presenting financials and other numbers
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## Finance for Non-Finance Executives and Managers

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### COURSE LENGTH

Four 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Although finance and treasury have their own departments in corporations, financial acumen is a must for all parts of the business. In particular, non-finance executives and managers must have a clear understanding of financial statements and financial performance analysis—especially when it comes to analyzing the historical performance of a department.

This highly customizable course addresses many accounting and analysis topics. It equips managers to understand operating budgets and how their particular department fits within a company's overall financial strategy. With this knowledge, executives and managers are better prepared to advocate for their departments when capital budgeting and other important financial events take place. It also equips them to rate their performance in order to achieve a company's larger financial goals.

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### LEARNING OBJECTIVES

- ▶ Understand key financial management concepts pertinent to individual, department, and company goals
  - ▶ Learn key financial analysis, accounting, and financial performance concepts
  - ▶ Walk away with strategies and knowledge for your department to interact with treasury and finance departments more effectively
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### AGENDA TOPICS

- ▶ Financial management
  - ▶ Statements
  - ▶ Financial analysis
  - ▶ Performance analysis
  - ▶ Budgeting
  - ▶ Effective interaction with treasury and finance
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## Negotiation Skills for Treasury and Finance Professionals

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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### DESCRIPTION

This course trains participants to negotiate more effectively, following an interest-based negotiation model. As a modular course, the exact contents may vary from session to session. Each session begins with a contextual discussion of an “Explore, Expand, Divide” framework for negotiation. Designed to be practically applicable for professionals who have limited time and resources to devote to negotiation preparation, this approach operationalizes the three most important phases of any negotiation: explore the context of the negotiation (the parties, the resources available to those parties, etc.); expand the constraints of the negotiation (add additional parties, identify new resources, build win-win solutions); and divide the expanded resources appropriately, relying on objective standards to bolster your proposals.

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### LEARNING OBJECTIVES

- ▶ Learn to negotiate more effectively
  - ▶ Prepare for negotiations more efficiently individually and as teams
  - ▶ Better understand the needs and interests of stakeholders and external parties
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### AGENDA TOPICS

- ▶ Context of negotiation with business partners
- ▶ Initial introductory exercise
- ▶ Exploring context
- ▶ Expand the constraints of negotiation
- ▶ Divide resources
- ▶ Prepare for negotiation simulation
- ▶ Treasury and finance negotiation simulation
- ▶ Debrief

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## Project Management for Treasury and Finance

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### COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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### DESCRIPTION

Due to increasingly constrained resources, treasury and finance professionals are asked to step out of their firms’ traditional roles to serve as project managers. This session demystifies the discipline of project management. In this interactive session, attendees learn how to manage a project from beginning to end: establish project goals, obtain buy-in from internal and external business partners (stakeholders), establish a project roadmap, ensure project progress, anticipate project turbulence and bring the project to successful completion.

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### LEARNING OBJECTIVES

- ▶ Learn about the five phases of project management
  - ▶ Understand the purpose of each phase and when it occurs
  - ▶ Define the various participant roles in a project and their purposes
  - ▶ Understand how each of these participant roles is critical to achieving a successful outcome
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### AGENDA TOPICS

- ▶ Defining the project
- ▶ Constructing the project action plan
- ▶ Project organization and leadership



ASSOCIATION FOR  
FINANCIAL  
PROFESSIONALS

### About AFP\*

The Association for Financial Professionals (AFP) is the professional society committed to advancing the success of its members and their organizations. AFP established and administers the Certified Treasury Professional and Certified Corporate FP&A Professional credentials, which set standards of excellence in finance. Each year, AFP hosts the largest networking conference worldwide for over 6,500 corporate finance professionals.

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