



Step by step to
**Controlling
Excellence.**

Seminars in German or English language



**Controllers Training Program
in five stages.**

Learning from the specialists. Profit in the job.

Having fun and enjoying learning

are important guiding principles for us. Through the interaction with all participants in the form of case studies, role plays, feedback and transfer units, a special learning experience emerges. **This secures the later implementation and creates lasting satisfaction with the seminar.**



Practical focus.
Inspirational.
Experienced.

To date the stage I seminar of our Controllers Training Program in five stages has already delighted far more than **35,000 participants**, making it a “**must have**” for controllers.

► **For further informations: www.controllerakademie.de**

45 YEARS

the first choice
for controlling
training.



Recognized degrees

Highly regarded in the
business world, recognized
and proven to further your
career.

Controllers Certificate CA
Controllers Diploma CA



Up-to-date practical expertise

Through our inhouse trainings
and coaching, the latest
economic developments are
constantly being integrated
into our seminars.



Controllers Training Program in five Stages

Obtain not only a key competitive edge, with both hard and soft skills, but also degrees that companies highly value – the Controllers Certificate CA and Controllers Diploma CA.

▶ **Proven training concept**

Controllers Training Program in five stages has been rigorously adapted over the last 45 years to reflect the latest developments in controlling. Each stage can be booked individually and is scheduled many times throughout the year, making it easy to include in your busy calendar.

▶ **Who benefits from the seminars**

- Managers and employees in controlling, financial accounting as well as in cost accounting, corporate planning, management information systems, business administration and development
- Also for young professionals and lateral entrants.

▶ **What awaits you**

Stage I interlinks the main tools and trains competencies that are needed today in the business partner role. The following stages expand, complement and deepen tools, concepts and practical applicability. Implementation skills, communication skills, presentation and moderation skills are expanded and promoted.

▶ **Expand your skill set and sphere of influence**

Even the best instruments, tools, results, reports and charts are only as good as the reasoning and presentation skills of the controller. After all, in order to create transparency in a company controllers need an entrepreneurial understanding and psychological flair. The training methods in our seminars take this ambition into account: they focus on the business tools of controllers and their actual application in corporate practice.

„Step by step“ to Controlling Excellence.

 **Controllers Diploma CA**

 **Controllers Certificate CA**

Stage V Presentation & Moderation for Controllers

Stage IV Planning & Implementation

Stage III Reporting & Communication for Controllers

Stage II Financial & Management Accounting

Stage I Controllers Best Practice



IGC - Quality Label

“CA controller akademie has demonstrated in exquisite detail and in an understandable manner its high level of professionalism, its wealth of experience and its striking continuity.”

Seminar profile:

The seminar is designed as intensive training with evening work and a lively exchange of experiences both during and after the seminar. It takes place from Sunday evening until Friday afternoon in a quiet location at one of our seminar hotels.



Stage I

Controllers Best Practice

Everything you need to know about accounting, financial reporting and corporate planning.

Controlling is an indispensable component of corporate management. The increasingly dynamic nature of the markets places growing demands on goal-oriented corporate management, making in-depth knowledge of key controlling tools an essential prerequisite for achieving success.

Your benefits

- *Obtain an overview of the most important components of the controlling system*
- *Receive an introduction to the functions and techniques*
- *Gain insight into how the most important controlling tools are structured and interact*
- *Learn practical tips how to implement controlling in corporate practice*
- *Implementation assistance through numerous transfer sessions*

For further information visit our website at Seminar-No. 9.1

Date: 20–24 March 2017 | 09–13 October 2017
Place: Hotel Residence, Feldafing near Munich
Price: € 1,700,- plus VAT

Seminar Content

I. Controlling as Management Process

- Integration of setting objectives, planning and navigation
- What to expect from controllers today
- Manager and controller working as a team

II. Concept and Implementation of a Modern Management Accounting

- “Accounting Panorama”: How to build an integrated accounting system
- Integration of management and financial accounting
- Profit and loss account, balance sheet and cash flow statement
- P&L according to cost summary and cost of sales method
- Definition of cost of goods sold
- Differences between German accounting rules, IFRS and US-GAAP
- “Big data” and business intelligence solutions
- Contribution accounting: practical application and visualization
- Cost center accounting, product costing and pricing

III. Corporate Planning, Budgeting, Variance Analysis and Forecasting

- Integration of strategic and operational planning
- Application of strategic tools (SWOT, portfolio, potential profile)
- From cost center planning to profit planning
- Variance analysis and rolling forecast
- Budgeting and mid term planning

IV. Performance Measurement and Management

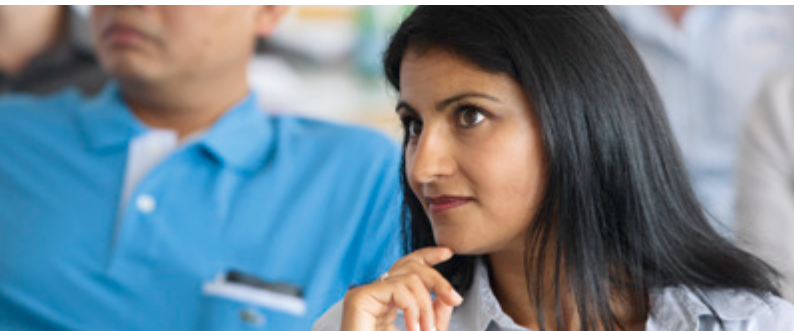
- Developing ratios and targets
- ROI tree for sensitivity analysis and future risk assessment
- Profit targets and cost of capital
- Effective reporting and performance measurement

V. Trends in Controlling

- Latest development in controller role and organization
- Successful models of controlling implementation
- Controller service and other functions like risk managers, auditors, quality managers, compliance, information managers
- Controlling trends: Green controlling, shared service center controlling, modern budgeting, controller as business partner

Register now:

Phone +49(0)8153-88974-0 or www.controllerakademie.de/en/





Stage II

Financial & Management Accounting

Expand your knowledge of controlling methods.

Comprehensive corporate management requires a combination of results and financial transparency. The integration of accounting tools is boosted even further by a capital market orientation in controlling. The controller's navigation function is thus directed not only towards internal management but also to external stakeholders.

Your benefits

- *Expand your skills portfolio to include controlling of strategy, profitability and finance*
- *Develop detailed methodological skills in management accounting*
- *Implementation assistance through numerous transfer sessions*

For further information visit our website at Seminar-No. 9.2

Date: 17–21 July 2017

Place: Hotel Residence, Feldafing near Munich

Price: € 1,700,- plus VAT

Seminar Content

I. Financial Accounting

- Management and financial accounting
- Profit and loss account: cost summary and cost of sales method
- Balance sheet, working capital and cash flow planning

II. Case Study Financial Planning

- Business planning including financial impact
- Analysis of financial ratios: profitability, liquidity and financial stability
- Working capital management and financing
- Holistic controlling in three dimensions: the controlling triptych

III. Value Based Management

- Investment calculation: discounted cash flow calculation, pay back period, NPV: net present value, IRR: internal rate of return
- Investment portfolio and strategic analysis
- WACC: weighted average cost of capital; due diligence: Shareholder Value, Economic Value Added™, multiples; performance measurement and bonus systems

IV. Controlling of Overheads – Fixed (Structure) Costs

- Standards of performance for services
- Zero Base Budgeting, Overhead Value Analysis
- Activity Based Costing and pricing

V. Sales and Customer Controlling

- Integration of strategic and operational sales controlling tools
- The sales profit center and its sales dashboard of key performance indicators
- Customer result account and portfolios
- Target costing and pricing, customer value

VI. Transfer pricing and internal charging

- Conflict of interests: controlling and tax optimization
- How transfer pricing rules influence a controllers' work
- Internal charging: an instrument to optimize the use of internal resources

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Stage III

Reporting & Communication for Controllers

Train how to communicate in the management process in order to achieve successful corporate management.

Here, you will learn how managers and controllers can partner effectively and you will receive all the necessary foundations of communication and leadership in practical exercises. You will complete your controlling tools with skills such as strategy development using a balanced scorecard, ratios for process optimization, project controlling and creating professional business charts and tables. After completing stage III you are able to master a recipient-oriented conversation and reporting culture.

Your benefits

- *Learn to communicate successfully and steer projects in a targeted and systematic manner*
- *Master controlling tools in dynamic processes*
- *Numerous group feedback sessions to ensure you understand the topics*

For further information visit our website at Seminar-No. 9.3

Date: 24–28 April 2017

Place: Hotel Residence, Feldafing near Munich

Price: € 1,700,- plus VAT

Seminar Content

I. Project controlling

- Success criteria of a project
- The stages of a project and key tasks in the project phases
- Integration of project planning and corporate planning
- Project reporting

II. Success factor reporting

- MOVE – Making a difference in the company
- Change management
- Recipient-oriented business charts and tables
- Success rules and Excel tips for implementation
- With SUCCESS to the International Business Communication Standards IBCS™
- Business intelligence

III. Balanced scorecard as a performance management system

- Integration of strategy into the operating business
- Develop and steer strategic metrics
- Applying a balanced scorecard in personnel controlling

IV. Developing processes and indicators

- Visualising and analyzing processes
- Optimising corporate processes
- Developing process-relevant indicators

V. Communication and co-operation

- Cooperating and shaping relationships
- The “co” functions in controlling
- Basic communication models

VI. Group dynamics and leadership skills

- Patterns and improvement of team work in groups, types of groups
- Factors influencing the leadership situation and the role of the manager
- Principles of how to secure the transfer of know-how

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Stage IV

Planning & Implementation

Practise in a team how to implement all important controlling and management methods in a real-world environment.

Numerous innovations impact the practice of controlling, e.g. the convergence of internal and external accounting, value-based management and integrated reporting. This workshop will help you overcome the obstacles between theoretical knowledge and practical proficiency. You will learn to apply the controlling skills in case studies of companies. In doing so you will gain experience that you can transfer into practice. We will update you on the latest developments in controlling.

Your benefits

- *Apply your knowledge successfully in actual practice*
- *Cover examples from your own experience and obtain feedback from the group to ensure know-how transfer is secure*
- *Learn methods of continuous improvement – self-controlling*

For further information visit our website at Seminar-No. 9.4

Date: 18–22 September 2017

Place: Hotel Kaiserin Elisabeth, Feldafing near Munich

Price: € 1,800,- plus VAT

Workshop Content

I. Concept of a Management Accounting System

- Analysis and design of both production and administration profit and cost centers (including activity-based costing)
- Requirements and methodologies of the evaluation
- Elements and structure of a target- and decision-oriented management income statement; harmonisation of the income statement (internal/external)

II. Development of an integrated planning concept

- Core elements of a business plan
- Inclusion of external requirements such as risk management, bank rating as per Basel II/III
- Link to strategic and operational planning
- Design of a planning conference (PC applications)

III. Financial controlling part 1

- Structure of a planned income statement, planned balance sheet and a planned statement of cash flows to manage structural and free cash flow
- Financial analysis using key performance metrics
- Planning and management of working capital

IV. Financial controlling part 2

- Management of financial risks
- Use of financial derivatives: hedging via options and futures
- Corporate financing (gearing, leverage effect, capital metrics)

V. Workshop on current trends in controller practice

- Issue identification and prioritisation
- Problem solving in a team, presentation and discussion
- Example topics include controlling and IFRS, controlling of intellectual capital, value-based controlling, green controlling, or other subjects proposed by the participants
- Performance measurement for controllers

VI. Controlling the controller's work

- Transparency in the controller's service
- Performance measurement and management for controllers
- Balanced scorecard for the controller's service

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Stage V

Presentation & Moderation for Controllers

Improve your communication skills
and boost your emotional intelligence
to persuade others.

Today controllers are increasingly expected to serve as business partners. They need to get to the heart of complicated issues, prepare and present proposals for decisions and then moderate subsequent discussions. To do this they need more than just professional qualifications; they need outstanding soft skills, too.

Your benefits

- *Optimise your communication skills as a business partner*
- *Implementation assistance through extensive group feedback to secure know-how transfer*
- *Gain an insight into the techniques and success factors for solving complex problems*

For further information visit our website at Seminar-No. 9.5

Date: 19–23 June 2017

Place: Hotel Kaiserin Elisabeth, Feldafing near Munich

Price: € 1,800,- plus VAT

Workshop Content

I. Method Training

- Strategic analysis and strategic program
- SWOT analysis: Strengths, Weaknesses, Opportunities, Threats
- Visualization, presentation and moderation techniques
- Applying question techniques in a targeted manner, especially when moderating
- Protocol techniques for “problem solving in a team”

II. Personal Skills

- Behavioral indicators for competition or co-operation in teams
- Facilitation and moderation of small groups as well as a plenary session
- Presentation in front of a plenary audience
- Behavioral recommendations in these situations
- Video analysis

III. Solving Complex Problems in Teams

- Phases, which teams go through
- Characteristics of high performing teams
- Guidelines for successful teamwork
- Visualization of results

IV. Transfer into practice

- Develop an awareness of your own actions and impact
- As a participant: what will I put into practice where, how and when?
- Implementation success factors
- Diploma-worthy presentations of top class solutions

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