



# 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.

CA controller akademie®

# 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 **36,000 participants**, making it a “**must have**” for controllers.

► **For further informations:** [www.controllerakademie.de](http://www.controllerakademie.de)

# 46 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 46 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.

The increasingly volatile and dynamic nature of the markets is placing growing demands on goal-oriented corporate management, making controlling an indispensable, integral component of every management process. Controllers, who support this process by being partners of management, are especially called upon, particularly in times of change. This means an in-depth knowledge of the main controlling tools and a clear understanding of the controller's role as business partner are prerequisites for achieving success.

### *Your benefits*

- *Obtain an overview of the most important components of the controlling system*
- *Gain insight into how the most important controlling tools are structured and interact*
- *Learn practical tips how to implement controlling in corporate practice*

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

**Date & Place:** 19–23 March 2018 | 15–19 October 2018, Feldafing

**Training concept:** Seminar with evening work, begins on the previous evening

**Price:** € 1,850,- (Lunch, snacks, beverages incl.)

## Seminar Content

### I. Controlling as Management Process

- Integration of setting objectives, planning and navigation
- What to expect from controllers today
- Controller as business partner

### 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
- Principles of BI architecture
- Contribution accounting: practical application and visualisation
- 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, strategic form)
- 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

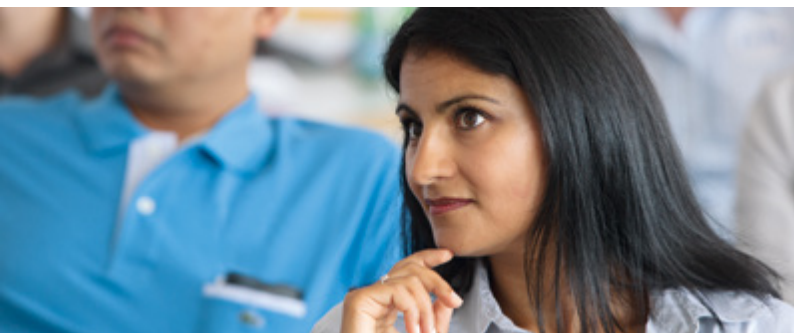
### V. Trends in Controlling

- Latest development in controller role and organisation
- Controlling trends: Digitization and Big Data, Green controlling, shared service center controlling, modern budgeting, controller 4.0

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**Register now:**

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## Stage II

# Financial & Management Accounting

Expand your knowledge of controlling methods.

Holistic corporate management requires the integration of strategy, profitability and financial transparency. In stage II we begin with integrated profit and financial planning, i.e. learning how to assess the income statement, the balance sheet, cash flow, financial ratios, shareholder value and the overall increase in shareholder value. Thereafter, we continue with comprehensive coverage of topics such as structural and fixed-cost controlling, pricing, customer value and sales controlling, transfer pricing and cost allocations.

### ***Your benefits***

- *Expand your skills portfolio to include controlling of strategy, profitability and finance*
- *Deepen your skills in management and financial accounting*
- *Implementation assistance through numerous feedback sessions in small groups*

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

**Date & Place:** 23–27 July 2018, Feldafing

**Training concept:** Seminar with evening work, begins on the previous evening

**Price:** € 1,850,- (Lunch, snacks, beverages incl.)



## 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 – derivation of measures

### 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<sup>TM</sup>, 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 calculation, 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

Expand your repertoire as business partner to include the psychological foundations of successful communication & informal leadership.

Digitalisation brings significant changes for all companies. These changes relate not only to the conception and development of meaningful reporting towards creating a digital boardroom, but also the standardisation of processes and the development of relevant, dynamic key figures that take into account social media, among other things. Agile project management and controlling will increasingly be a part of everyday corporate life. The growing importance of the controller's role as a business partner and change agent in volatile times must be reflected in an equally high level of professionalism in social competence.

### ***Your benefits***

- *You master the relevant controlling tools for standardising and boosting process efficiency*
- *You learn how to create professional business charts and sophisticated tables in order to illustrate the message of your reports, reduce their complexity and thus increase their appeal*
- *You know the psychological foundations of successful communication and informal business partnering*

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

**Date & Place:** 16–20 April 2018, Feldafing

**Training concept:** Seminar with evening work,  
begins on the previous evening

**Price:** € 1,850,- (Lunch, snacks, beverages incl.)

## 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
- Integrated Reporting
- Business intelligence: terms and significance

### 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 analysing 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 the controlling of intellectual capital. 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. We will update you on the latest developments in controlling, and you and your workshop colleagues will work on issues that you face in your daily work as a controller.

### *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*
- *Self-controlling – Learn methods of continuous improvement process (CIP) of the controller service*

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

**Date & Place:** 24–28 September 2018, Feldafing

**Training concept:** Seminar with evening work, begins on the previous evening

**Price:** € 1,890,- (Lunch, snacks, beverages incl.)

## 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 (e.g. currencies, commodity prices, interest rates) with the help of financial derivatives: hedging via options and futures
- Corporate financing (gearing, leverage effect, capital metrics)
- Current highlights and lowlights of IFRS accounting using practical examples

### **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, opportunities and risks of digitization or other subjects by the participants

### **VI. Controlling the Controllers 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**

- *Using video evaluations, you will develop and apply the most important rules for presentations*
- *Optimise your communication skills as a controller and business partner*
- *You put to the test intensively actual issues from controlling practice*
- *Throughout the entire week, you will receive personal feedback and implementation assistance from both the CA trainers and your fellow participants*

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

**Date & Place:** 18–22 June 2018, Feldafing

**Training concept:** seminar with evening work,  
begins on the previous evening

**Price:** € 1,890,- (Lunch, snacks, beverages incl.)

## Workshop Content

### I. Method Training

- Strategic analysis and strategic program
- SWOT analysis: Strengths, Weaknesses, Opportunities, Threats
- Visualisation 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

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

### III. Solving Complex Problems in Teams

- Phases, which teams go through
- Characteristics of high performing teams
- Study and feedback on behaviour
- Guidelines for successful teamwork
- Visualisation 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

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## Our trainer team

### Controllers Training Program in five stages

Our team consists of **pedagogically-trained experts** with comprehensive **practical know-how** and extensive experience in adult education. Every year each trainer conducts more than 100 days of training, which demonstrates their expertise. They additionally work as consultants in many company projects, enabling them to stay in constant contact with **the latest developments in corporate practice**. This means the contents of seminars are continuously updated.



*l - r: Dipl.-Ing. Dr. Klaus Eiselmayer; Dipl.-Ing. Dietmar Pascher;  
Dipl.-Kfm. Danny Szajnowicz*

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## Contact and registration

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(applicable for invoices in Germany)

**» CA controller akademie is impressive.  
Talented speakers with strong practical  
background guide you into best practice  
for your controlling job. «**

*Alexey Alexeev, Johnson & Johnson Vision Care,  
about Controllers Training Program in five stages*