



Controlling

Accounting & Finance

Business Development

Information Management

Social Skills

HOW WE

MORE PERSPECTIVE.

WANT

MORE PRACTICE SECURITY.

MORE FUTURE

Success is good for me

In the modern world, new ways of working, advanced systems, rethinking established methods, processes and business models requires us to constantly learn new things. We raise your skills bar.

People are motivated by a wide variety of reasons to invest in further training. Some are poised on the rungs of the traditional career ladder and seek more responsibility and an executive post. Others want to enhance their market value by developing in-depth knowledge of a future-focused specialist field that is important to them or fits their skills profile. Others still seek possibilities of organizing their working hours more efficiently, changing their situation and their organization or of testing their mettle.

No matter what is currently driving you, the CA controller akademie will be happy to help you forge your personal development path, specially tailored to you and your goals. We provide holistic support, also when it comes to putting theory into practice on the job, because we don't confine ourselves to just imparting knowledge.

After all, the success of your further training is also measured by the difference you make to your organization.



Learn new things for more job satisfaction.

You want

- new ideas to stimulate you and to keep your finger on the pulse of the times
- to place your specialised knowledge within a wider context by connecting the dots
- a fast solution approach or support in implementing a solution for an acute problem
- a deep dive into specific issues
- recognised certificates as proof of your newly acquired qualifications
- to think outside the box and share ideas with people outside your organization
- to use your skills to best effect and to shape your job
- to increase your self-confidence through more competence
- to maintain your marketability in the long term

We will be happy to assist:

Karin Kuschel
+49 (0)8153 - 88974 - 0
k.kuschel@ca-akademie.de



Jens Ropers, Partner
Mobile: +49 (0)160 - 93864324
j.ropers@ca-akademie.de





... to increase my market value

... to build my career

... to change my situation

... more competence

... to secure my future career

... to learn about new methods

... to find solutions to current problems

... to learn what suits me

... more salary

... to better connect the dots

... to prepare myself for future challenges

... to enjoy my job more

... to share experiences with others

... a good work-life balance

... to be more efficient

For me

I want ...

Focus on the big picture

We will help you to develop your road map for Finance and Controlling. All our training measures are tailored to your corporate objectives.



Due to the dynamics and complexity of the markets, transformation of the Finance and Controlling (FICO) sector is essential. Unfortunately, there is no one-fits-all template that will do for every company. Instead, individual solutions and approaches need to be developed. The CA controller akademie offers you a structured method with which to devise and implement a targeted CFO agenda.

Along with professional, methodical and organizational aspects, the CA controller akademie has traditionally focused on the human factor, because mindset and conduct are decisive factors of successful transformation. When devising training concepts we therefore make sure to involve key internal interfaces and HR in our endeavours.

No matter whether you are in need of inspiration for a new business model or whether you simply feel that the processes and performance in Finance and Controlling no longer match up to (future) requirements of corporate management.

A holistic road map for your individual objectives.

You want to

- establish a holistic understanding of corporate management in order to break up silos
- enable decentralized decision making to respond more agilely as an organization
- build data expertise and advanced analytics to reap insights from data
- take into account governance and satisfy departmental requirements in the area of data and IT
- advance standardized processes while at the same time building agile structures
- align the Finance and Controlling organization with future requirements
- be an attractive employer and offer your employees career prospects
- develop a competence model with new roles and offer your employees career prospects
- obtain access to best/good practices and adapt them accordingly
- be inspired to question the status quo
- design processes more efficiently and effectively

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Mobile: +49 (0)160 - 93864324
j.ropers@ca-akademie.de



... to stay future-focused

... to inject fresh ideas into the company

... to ensure the company's sustainable development

... to remain competitive

... smoother processes

... to secure objectives and results

... to be able to rise to challenges

... to be better equipped to tackle complexity

... to work more efficiently and save costs

... to improve employee loyalty

... to take the organization to the next level

... to be an attractive employer

... to maintain a holistic management model

For our companies

We want ...

So that knowledge makes a difference!



In a VUCA* world characterized by change

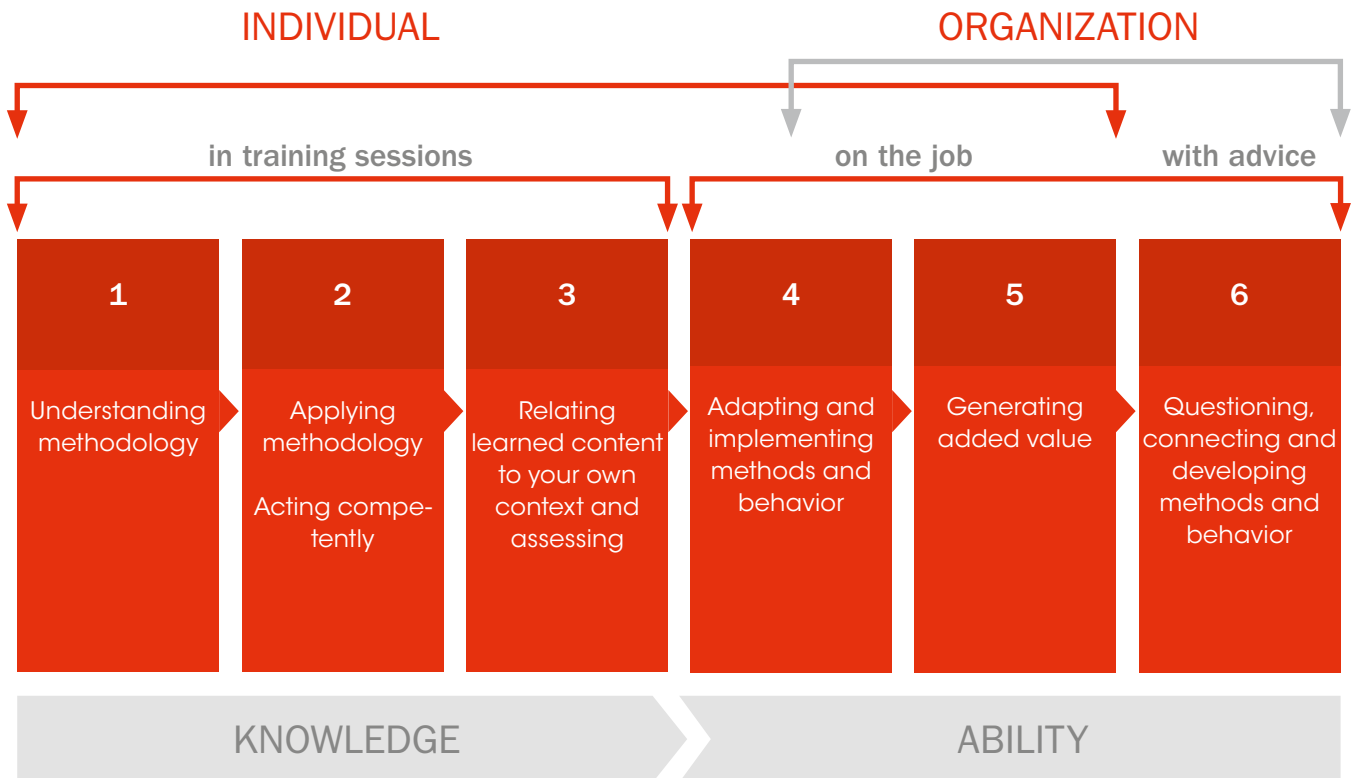
- lifelong learning is essential for everyone.
- organizations need to develop and reinvent themselves continuously.

The two should go hand in hand.

Because organizations tend to develop successfully when the people within them engage in continuous learning.

And people who want to develop their skills to keep pace with the future will prefer to stay with an organization that is committed to development and in which they can realize their abilities.

* Volatility, Uncertainty, Complexity and Ambiguity



Our sustainable knowledge-to-ability concept effectively supports people and organizations on this journey

- 1 |** In the first learning step participants get to grips with **methodology**. We provide a comprehensive overview and prioritize methods important for your division, explain why and how they are important.
- 2 |** In the second learning step we **practise methods and behavioral skills** by means of role plays. Participants practise in groups with simplified real-life scenarios.
- 3 |** In the next learning step, you tackle **your own corporate reality**. We generate diversity by sharing experiences across industries. We allocate time and space for transfer exercises and (self-)reflection blocks.
- 4 |** After training, you **compare what you have learned with the status quo in your own organization** and the people (superior or colleagues) who did not take part in the training. Now it is over to you to develop your competence and impart to others what insights you have gained in order to generate added value for your organization through what you have learned. The CA controller akademie supports your efforts to do so with follow-ups and one-to-one business coaching.
- 5 |** **Genuine added value is generated for your organization when a change takes place thanks to your agency.** To do so, you adapt the methods you have learned to fit your company. During individual coaching, we support you with this step and help you to continue developing your abilities in the long term.
- 6 |** In a dynamic environment, long-term success hinges on **continuous questioning of the status quo, adaptation and connecting methods and behavioral approaches**. We support your organization with consulting services and inhouse workshops. Individual coaching and an opportunity to share experiences in our communities is also offered. We see ourselves as a companion on your journey of continuous development from theory to practice.

New learning. Flexible and manifold. With fun!

The possibilities for expanding competencies are limitless.

The CA controller akademie offers you public and inhouse trainings as well as subsequent implementation support.

Trainings	Training programs with a certificate of completion	
Workshops	Live online trainings	Implementation support
Video trainings	Live online workshops	Coaching
Lectures / Keynotes	e-Learning	



Various training formats in (live) online or on-site are available. You can combine all formats individually and choose exactly the format that suits your topic or learning style best.



On-site

- Personal face to face with trainer/coach
- Questions of the participants will be answered individually
- Participants can bring in their own practical experience
- Practice in role plays
- Participants work on case studies
- Reflection on methods and behavior
- Cross-industry exchange of experience
- Networking and get-together
- Helping participants to apply what they have learned to their own context



Live Online

- Live online face to face with trainer/coach.
- Questions will be answered during the lecture
- Participants can bring in their own practical experiences
- Exercises with role plays
- Participants work on case studies
- Exchange of experience across different industries in a virtual room
- Assistance to apply the knowledge in the own context
- Practical and descriptive teaching



1:1 consulting & individual coaching

- On-site and live online
- We ensure an intensive exchange
- Intensive implementation support
- In individual sessions, we also deal with very personal concerns using the methods of systemic coaching

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Only the passionate can inspire others

Our trainers' enthusiasm for their subject is infectious, it inspires participants and ensures an outstanding learning experience.



“Extremely interesting and helpful for every professional, who wants to further develop his/her knowledge and up to date in business.”

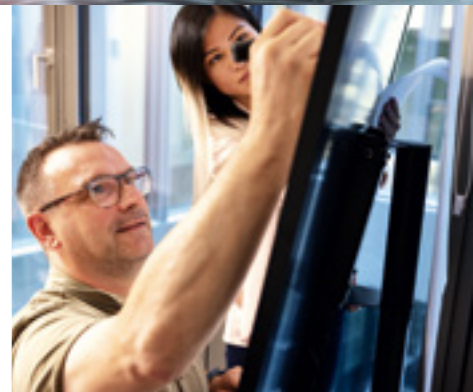
*Ljiljana Vragovic,
Constantia Flexibles Holding GmbH, about Stage I*





“ Great start with comprehensive insights into Power BI. Very competent, committed and practice-oriented trainer. You get a lot of tips that you can implement immediately. ”

Interactive Reporting with Power BI



360° Knowledge



Fully equipped for the future

Business areas such as controlling, management and finance are becoming increasingly intertwined and overlapping. In order to remain personally and entrepreneurially fit for the future, overall business management competence is required. We therefore offer perfect 360° knowledge coverage and further training solutions for enhanced business expertise.

With our offerings, training programs and degrees, you can expand your knowledge in the relevant areas **Controlling**, **Accounting & Finance**, **Business Development**, **Information Management** and **Social Skills**.

Training programs and degrees.

Controllers Training Program in five stages

Step by Step to Controlling Excellence. In 25 training days, you will gain extensive controlling competencies and a deep business understanding. In addition, you will expand your know-how in information management, digitization, strategy, communication, presentation and moderation.

Controllers Certificate CA



For all who are looking for a shorter training path with 15 training days and want to focus methodically and professionally on finance-oriented topics in the first step.

Controllers Diploma CA



→ Page 14 et seq.

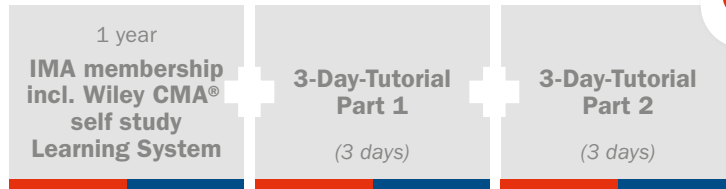
With content from these theme worlds:

- Controlling
- Accounting & Finance
- Business Development
- Information Management
- Social Skills

CMA® Certification for Professionals in cooperation with IMA®

The CMA® (Certified Management Accountant) is the advanced professional certification specifically designed to measure the accounting and financial management skills that drive business performance in globally active organizations.

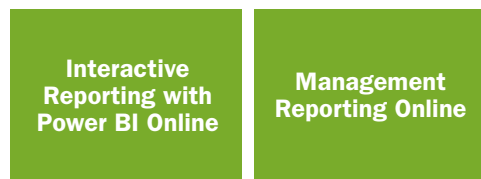
Certified Management Accountant



➔ Page 26 et seq.

Special Seminars

Improve your specific knowledge with our online seminars on the topic of reporting. Create and publish dynamic, interactive reports and communicate clearly what needs to be communicated.



➔ Page 28 et seq.

Inhouse for companies

We support you in a holistic and individual way. We train, advise and coach you on-site with our inhouse offers. In addition, our CA Consulting Team supports you in the development and implementation of your projects.



➔ Page 32 et seq.



OPEN BADGES will be awarded soon for our training programs.

You can place these digital badges on your digital profiles, share them via social networks and show your skills even more.



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k.kuschel@ca-akademie.de*

Controllers Training Program in five stages

Step by step to Controlling Excellence.

Secure yourself with all the relevant hard and soft skills the crucial advance in knowledge for best performance in the controlling of the future.



Target groups:

- **Managers and employees in controlling, management accounting, financial accounting as well as in cost accounting, corporate planning, management information systems, business administration and development**
- **Managers from sales, marketing, production etc.**

Future-oriented concept

Controllers Training Program in five stages has been rigorously adapted over 50 years to reflect the latest developments in controlling. Here you will become fit as a controller and business partner 4.0. You will prepare yourself optimally for the coming challenges of digitization and globalization. Numerous graduates of Controllers Training Program have subsequently successfully shaped and further developed controlling in their companies with their newly acquired competencies.

You expand your scope for action

In order to create transparency in a company controllers need three skills: entrepreneurial understanding, know-how on data processing and analysis, and psychological intuition. Even the best instruments, tools, results, reports and charts are only as good as the reasoning and presentation skills of the controller. Our seminars meet this requirement in terms of content and didactics.

You receive implementation competence

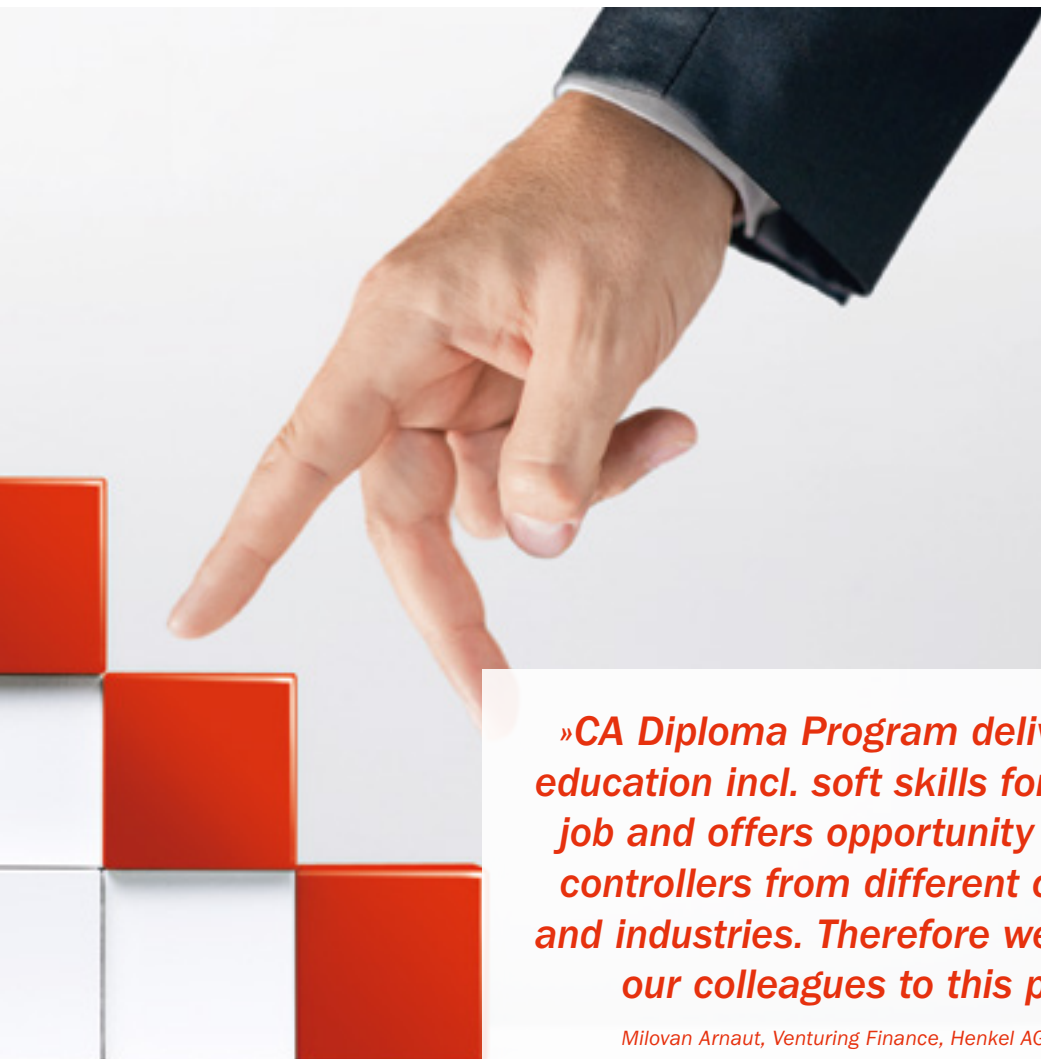
In order for you to be able to apply your new knowledge, we put a special focus on the implementation in your practice. Therefore, we have included numerous transfer and feedback units during the seminar. In addition, we are happy to accompany you individually in 1:1 business coaching during the subsequent implementation.

What awaits you

Stage I conveys an overview of the most important components of the modern controlling in both its connections and practical implementation.

Stages II and III extend, supplement and deepen the controller's toolbox. Stage III additionally teaches the essentials about communication and leadership skills.

The workshop stages IV and V focus on the application and implementation of the tools developed. The training of presentation and moderation skills is intensified.



»CA Diploma Program delivers a comprehensive education incl. soft skills for an interdisciplinary job and offers opportunity for exchanging with controllers from different countries, companies and industries. Therefore we are thrilled to send our colleagues to this program.«

Milovan Arnaut, Venturing Finance, Henkel AG & Co. KGaA

Training Formats

The English training is designed as an intensive and lively exchange of experiences both during and after the seminar. It takes place from Monday until Friday.

Training courses format

We are offering you two training formats for the stages: the classroom seminar and the live online training. Both formats convey the same content and focus on practical application with exercises and the interaction between the trainer and the seminar participants. You can combine classroom seminars and live online training courses as required.

Degrees

① Controllers Certificate CA
Obtaining the Controllers Certificate CA, which requires that you complete stages I, II and IV of the Controllers Training Program in five stages, demonstrates you have attained proven, certified controlling skills. It is intended for participants who are seeking a more streamlined path through the stages program

and want to concentrate initially on methodological and functional topics.



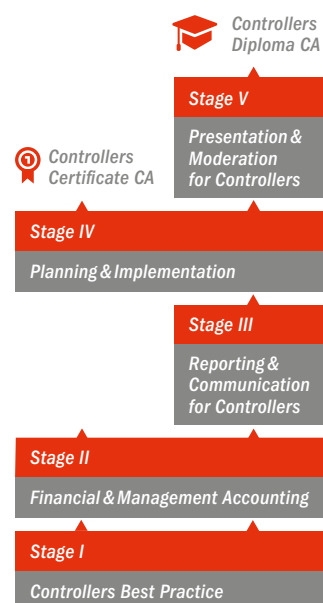
Controllers Diploma CA

Controllers Diploma CA certifies your controlling excellence in the role as business partner of management. By successfully completing the Controllers Training Program in five stages your work in actual controlling practice will demonstrate proven communication skills and functional expertise. A self-examination is conducted at the end of stage V when participants make presentations that are evaluated by the trainer and the seminar participants.

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."



Step by step to Controlling Excellence





»The trainer was illustrating every topic very clear, ensuring that each participant would understand. The workshops helped us to implement learnings while real life experiences from the trainer helped us to visualize alternative cases in work environment.«

*Nihan Yildirim, Mayr Melnhof Packaging Süperpak,
about Controllers Training Program in five stages, Stage I*

Stage I

Controllers Best Practice

Everything you need to know for more effective accounting, financial reporting and corporate planning.

Market, competitive and stakeholder situations are changing at an ever-increasing pace, calling for agile yet targeted management control. So setting up a controlling system that addresses modern requirements is essential. In-depth practical experience of key controlling tools, new approaches and methods are another important prerequisite.

At the same time, controlling and the role and skills demanded of controllers are changing in the wake of digitization. Stage I communicates hard and soft skills to successfully perform the role of business partner and shape controlling processes effectively and efficiently. In addition, new roles in controlling, such as the Data Scientist, will also be discussed.

Seminar Content

- I. Controlling for Successful Corporate Management**
 - Controlling as management process of defining goals, planning and management control
 - Objectives and Key Results (OKR)
 - Controller as business partner – understanding of roles and necessary competences
 - With contribution margin accounting to the right decision
 - Break even chart, price volume changes, variance analysis and cost structure
 - Future-oriented controlling – successfully leading of variance analysis meetings and deriving action
- II. Important Connections between Management Accounting and Financial Accounting**
 - Details of profit- and loss account, balance sheet and cash flow statement
 - Cost summary and cost of sales method
 - P&L: cost of sales and cost summary method
 - Holistic thinking and acting in controlling
 - The ROI-tree for sensitivity analysis and simulation
 - Deriving of profit target over the capital costs
 - Case study on planning/ budgeting
- III. Planning, Budgeting, Variance Analysis and Forecast**
 - Integration of strategic and operational planning
 - Modern budgeting and rolling forecast
 - Application of strategic instruments (SWOT, five forces, product portfolio, potential profile, strategic form, business model canvas)
 - Computer based sales forecast with regression analysis (predictive analytics)
 - Cost center planning and variance analysis
- IV. Development and Building Blocks of the Controlling System**
 - Connections of contribution margin accounting, product costing and cost center accounting
 - Basic concepts of BI-architecture
 - Calculation and sales price determination on the basis of various practical examples
 - Case study on strategic planning
- V. Trends and Developments in Controlling**
 - Digitization – business model, products, processes and data
 - Future development for controllers (New roles for the controlling function)

Your benefits

- **Deepen your knowledge on the most important controlling tools**
- **How to support digital transformation as a controller**
- **Train methods and instruments in case studies**
- **Increase competences in communication and moderation**

Dates

20 - 24 March, live online
16 - 20 October, Starnberg

Training concepts

Live online training
Classroom seminar

Trainers

Dipl.-Ing. Dr. Klaus Eiselmayr
Dipl.-Ing. Dietmar Pascher

Price

Classroom seminar: EUR 2.050,-
(Lunch, snacks, beverages incl.)
Online seminar: EUR 1.950,-

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



»Very good organized seminars with case studies to specific business cases and actual topics.«

*Claudio Rossi, Rubner Holding AG – S.p.A.,
about Controllers Training Program in five stages, Stage II*

Stage II

Financial & Management Accounting

Here you can expand your detailed knowledge of controlling methods.

The increasing influence of accounting and transfer prices on figures and performance measurement shows that accounting knowledge is indispensable in controlling. Holistic corporate management requires linking profitability and financial transparency and controllers must be able to present the planned budget, including investments, in terms of their effect on the income statement, balance sheet, cash flow and financial ratios. That's why we begin with integrated profit and financial planning in Stage II. You will look at the entire investment evaluation, learn about the potential offered by modern IT tools and the impact of internal cost allocation and transfer pricing on key figures.

Seminar Content

I. Principles of Financial Accounting

- What do the balance sheet and cash flow statement provide? Differences between the Contribution Accounting and P&L (according to cost summary and cost of sales method)
- Cash flow statement based on IAS 7 or DRS 21
- Procedure for constructing the budgeted balance sheet and the budgeted cash flow statement

II. Case Study for Medium Term Financial Planning

- Plausibility checks for a business plan as part of the financial diagnosis: Key ratios on liquidity, stability and profitability as a “quick check“
- Financial management and working capital in combination

III. Value Based Controlling

- Calculation of the weighted average cost of capital WACC
- Criteria for investment evaluations: payback period, Net Present Value NPV and investment portfolio; potential weaknesses of the Internal Rate of Return IRR
- Economic Value Added™: measurement for value enhancement and incentivization in investment projects
- Introduction to business valuation: Shareholder Value (Discounted Cash Flow); plausibility check using multiples; fundamentals of due diligence

IV. Controlling of Structure Costs / Fixed Costs

- Plan and manage costs applying Zero Base Budgeting ZBB
- Introduce and use Activity Based Costing ABC with limited effort
- Process Mining: IT-based analysis & visualization of processes improve compliance, process stability and costs
- Robotic Process Automation (RPA) – a central component of digital transformation

V. Fundamentals of Sales and Customer Controlling

- Overview: integration of strategic and operational sales controlling tools
- Big Data in sales and marketing: influence of Predictive Analytics and Dynamic Pricing
- Key figures for sales in a “digital world“
- Target Costing – “strategic calculation“ and management of customer value
- Workshop: profit center accounting and segment reporting (IFRS 8 compliant), customer result account, sales deductions, incentive model for the sales force, dashboard for the sales manager

VI. Transfer Pricing

- Conflicts of interest: managing performance versus tax optimization
- Where and how transfer pricing influences controller's key figures
- Internal charging: an instrument to optimize the use of internal resources

Your benefits

- **Expand your skills portfolio to include controlling of strategy, profitability and finance**
- **Deepen your skills in management and financial accounting**
- **You get familiar with modern IT-based opportunities for targeted management of structure costs and sales activities**

Date

17 - 21 July, Munich

Training concept

Classroom seminar

Trainers

Dipl.-Ing. Dr. Klaus Eiselmayer
Dipl.-Ing. Dietmar Pascher

Price

Classroom Seminar: EUR 2.050,-
(Lunch, snacks, beverages incl.)

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



»Seminar content was great and provided new ideas which are relevant to my work. All topics were well explained. I was very pleased to have such a seminar available also online, easy to attend, using modern IT applications.«

*Petra Stepankova, HE Space Operations BV,
about Controllers Training Program in five stages, Stage III*

Stage III

Reporting & Communication for Controllers

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

Industry 4.0/Internet of Things and the digitization that it involves bring 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 standardization 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.

Seminar Content

I. Project Controlling

- Success criteria for projects
- Phases and key tasks of projects
- Integration of project and corporate planning
- Project reporting
- SCRUM – agile project management

II. Success Factor Reporting

- BI and Big Data – from strategy to realization
- Predictive and Advanced Analytics – new tool set for Controllers
- Receiver oriented business charts and tables
- Excel hints for implementation
- With SUCCESS to the International Business Communication Standards (IBCS®)
- Integrated Reporting

III. Development of Key Performance Indicators

- Integration of strategies into the operational business
- Development and management of strategic indicators
- Applying Balanced Scorecard to personnel controlling
- Visualizing, optimizing and standardizing of processes
- Developing process-relevant indicators

IV. Controller as Business Partner and Change Agent

- MOVE and change management
- Cooperation and managing relationship
- The „Co“-functions in Controlling
- Fundamental communication models
- Patterns and improvement of team work
- Factors influencing the leadership situation and the role of managers
- Principles of how to secure the transfer of know-how

Your benefits

- **You master the relevant controlling tools for standardizing and boosting process efficiency – basic requirement for their automation**
- **You reduce the complexity of your business charts and tables in reports and thus increase their appeal**
- **You know the psychological foundations of successful communication and informal business partnering**

Date

17 - 21 April, live online

Training concept

Live online training

Trainers

Dipl.-Ing. Dietmar Pascher
Dipl.-Ing. Dr. Klaus Eiselmayr

Price

Online seminar: EUR 1.950,-

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

»Very good organization of the hybrid variant. Although we were not physically present it was like we were there. I haven't felt any disadvantage.«

*Mihaela Vida, Woco Pipe System Components Rom SRL,
about Controllers Training Program in five stages, Stage IV*



Stage IV

Planning & Implementation

Train in a team how to implement all important controlling- and management methods in practice.

The controlling scene is characterized by a variety of revolutions. New challenges with the emergence of digitization, a changed role model in the sense of business partnering and modern organizational structures such as shared service centers are only three offers from a hardly manageable shopping cart of partly overlapping and contradictory controlling developments. Software-Tools, methods have to be implemented and skills adapted. It is important to overcome the hurdles between necessities and practice in day-to-day work.

Workshop Content

- I. **Update of a Management Accounting System as Preparation for Planning**
 - Analysis and design of both production and administration profit and cost centers (including activity-based costing)
 - Requirements and methodologies of a state-of-the-art product costing
 - Elements and structure of a decision- and responsibility-oriented management result account; harmonization 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 Business Judgement Rule, risk management, bank rating as per Basel II/III
 - Connecting strategic and operational planning
 - Design of a planning conference (PowerPoint- or Excel-based)
 - Examples of use for predictive analytics and Monte-Carlo-Simulation
- III. **Financial Controlling Part 1**
 - Structure of a planned income statement, planned Balance Sheet and planned Statement of Cash Flows to manage structural and free Cash Flow
 - Financial analysis using key figures
 - Planning and managing working capital using the Cash-to-Cash-Cycle (DSO, DPO, DIO)
- IV. **Financial Controlling Part 2**
 - Hedging of financial risks (e.g. currencies, raw materials, interest rates) with the help of financial derivatives: (options, swaps and futures)
 - Corporate financing (gearing, leverage, cost of capital)
 - Current highlights and lowlights of IFRS accounting using practical examples
- V. **Workshop on Current Trends in Controller Practice**
 - Inventory of controlling relevant topics and prioritization
 - Problem solving in a team, presentations and discussions
 - Example topics: outsourcing/ starting a shared service center, controlling intellectual capital, E-Commerce-Controlling, opportunities and risks of digitization for controllers or other topics introduced by participants
- 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

Your benefits

- **In the workshop Stage IV – Planning & Implementation, you will learn how to use the controlling tools developed in stages I to III for a case study company (real case with two divisions)**
- **During the training you will be brought up to date on the latest developments in controlling and you will be able to work on your own topics from your controller practice with colleagues**
- **A “self-controlling” in the sense of a continuous improvement process (CIP) of the controller service rounds off the workshop**

Date

25 - 29 September, Cologne

Training concept

Classroom seminar

Trainers

Dipl.-Ing. Dr. Klaus Eiselmayer
Dipl.-Oec. Guido Kleinhietaß

Price

Classroom seminar: EUR 2.050,-
(Lunch, snacks, beverages incl.)

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



»The way of training and the particular presentation method of the CA trainers enhanced my controlling abilities.«

Jan Šulc, Continental Teves s.r.o.,
about Controllers Training Program in five stages, Stage V

Stage V

Presentation & Moderation for Controllers

Improve your communication skills and enhance your perceptiveness in groups.

Ongoing changes in company organization increase the demand for the controller to act as business partner. In the interaction with managers, controllers need to recognize, visualize, present but also discuss economic interrelations, more than ever. In addition to the holistic economic understanding, knowledge on communication in groups, processing information for faster comprehension is needed, as well as the ability to facilitate developing discussions in a target-oriented way. Corresponding behavioral training is a firm component for up-to-date controller education. In this training, you will learn the techniques and success factors to solve complex problems, develop the most important rules of presentations and optimize your communication skills. You will also intensively practice the role of business partner – using feedback, video analyses and implementation aids regarding demeanour, language and behavior. Finally, you will hold a diploma-worthy presentation and moderate a meeting before the plenary session of participants.

Workshop Content

I. Method Training

- Strategic analysis and strategic program
- Applying the strategic planning method Canvas
- Visualization, presentation and moderation techniques
- Applying question techniques in a targeted manner, especially when moderating
- Protocol techniques for “problem solving as a team”

II. Personal Skills

- Promoting and interfering behavioral patterns in teams and plenary sessions
- Moderation of teams and plenaries
- Presentation work in front of plenary
- Recommendations on behavior in these situations
- Video analysis

III. Solving Problems in Teams

- Team analysis: phases of team work
- Team composition and team efficiency
- Observing and giving feedback on behavior
- Structuring work processes
- Visualizing results

IV. Ensuring Transfer

- Reflection of own actions and effects
- As participants: What, how and when do I want to implement change?
- Success factors for implementation

Your benefits

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

Date

19 - 23 June, Munich

Training concept

Classroom seminar

Trainers

Dipl.-Ing. Dr. Klaus Eiselmayr
Dipl.-Ing. Dietmar Pascher

Price

Classroom seminar: EUR 2.050,-
(Lunch, snacks, beverages incl.)

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

CMA[®] Certification for Professionals in cooperation with IMA[®]

Our tutorial will guide you through an intensive review of the CMA program's complete syllabus.

Target group:

■ **Financial Professionals with an education and/or experience in finance and controlling**

Designed for people who want to advance their professional accounting and finance skills.

Certification for Accountants and Financial Professionals

The CMA[®] (Certified Management Accountant) is the advanced professional certification specifically designed to measure the accounting and financial management skills that drive business performance in globally active organizations. The CMA[®] is a tailor-made certification program for finance professionals at all levels in order to enhance their value to a current organization or to expand their career potential. The CMA[®] program allows for participants to proceed with self-study at their own pace. It is designed to be time-efficient and cost-effective.



IMA's Certification for
Accountants and
Financial Professionals
in Business

CMA[®] with CA controller akademie

CMA All Inclusive Package

CA controller akademie offers an exclusive CMA[®] package encompassing a complete CMA Self Study Package as well as two live instructor-led CMA[®] 3-day tutorials.

CMA[®] Self Study Package without tutorials

- IMA[®] application and CMA[®] entrance fees
- 1 year IMA[®] membership
- Both fees for exams part 1 and 2
- Wiley CMA[®] Learning System part 1 and 2 including 2 years access to its online CMA[®] test bank

2 CMA[®] 3-Day-Tutorials

For those of you who have already bought the books and the IMA membership we offer the 3-Day-Tutorials for part 1 and 2 with live instructor-led sessions separately.





»I've received my test results for part 1 of the exam in June (I passed!) and wanted to say thank you. Without the course I would not have passed. I truly hope David and the CA helped my fellow participants the same way and will also in future.«

Benjamin Gillgasch about CMA® 3-Day-Tutorial Part 1

Tutorial Profile

Each three days of the courses will have a clearly defined structure and content covering subjects that are highly likely to be new and difficult to the participants. David, our instructor, is himself a CMA® and CPA®, and writes test questions for the CMA® exam. We aim to optimize the participant's exposure to the subject matter of the CMA® exam by tailoring the tutorial's contents to align with the education and professional work experience of a typical early or mid-career European finance professional. We therefore particularly focus on US-specific topics and CMA® content which such European finance professionals may not have been exposed to. In addition, the session will review the CMA® learning outcome statements to familiarize participants with the contents of the CMA® exam. The participants will be asked to review these statements and to reflect their existing knowledge. They will be exposed to exam situations and essay writing. This exposure will enable them to sit for the CMA® exam immediately or, if appropriate, target their further learning efforts more effectively.

CMA® 3-Day-Tutorials for part 1 and 2 with CA controller akademie

The instructor-led tutorials of part 1 and part 2 by CA controller akademie cover topics based on a condensed version of the Wiley CMA presentation materials. This approach enables a targeted, highly interactive and practice-oriented learning experience beyond merely a presentation of PowerPoint slides. The tutorials prepare participants thoroughly for the exams, which are administered through the worldwide network of Prometric Testing Centers. Advance preparation for the tutorial is not required.



**Certified
Management
Accountant**

Tutorial Dates

Part 1: 08 - 10 May, live online
Part 2: 11 - 13 September, live online

CMA® All Inclusive Package

Exclusively available for EUR 5.290,-

CMA® Self Study Package

Exclusively available for EUR 1.990,-

CMA® 3-Day-Tutorials

EUR 1.990,- (per tutorial)

Training concept

Live online seminar

Trainers

David Fairchild, CMA
Dipl.-Ing. Dietmar Pascher

**For further information visit
our website at Seminar-No. CMA**



»Very informative seminar with great content. The trainer is great and answers all questions, explains in an understandable way. What was learned can be applied immediately in practice. The online seminar was great – highly recommended.«

Sylvia Hüttenmeyer, Palfinger Europe GmbH

Interactive Reporting with Power BI

Create and publish dynamic, interactive reports and dashboards with Power BI.

With Power BI, Microsoft provides a software package for the implementation of modern reporting solutions. This includes the graphically supported analysis of large amounts of data as well as interactive reports and dashboards that work on the office screen and on mobile devices. So-called visuals are generated in Power BI on the basis of existing data sources. These are charts and tables with dynamic control options, similar to pivot tables in Excel. The variety and dynamics of the visuals offered bring many advantages but also new challenges. The art of the report designer is to use features sensibly and at the same time to communicate content clearly. This training focuses on the professional visualization of business data based on proven design rules and the technical possibilities of Power BI.

Seminar Content

- Learn about Power BI tools and how to use them
- Understand design rules for user-friendly reports and dashboards
- Import data from various sources into the Power BI data model and develop DAX formulas for data analysis and special display tricks
- Build report pages with graphs, tables, and interactive filtering
- Use drilldown and drillthrough features and tooltips wisely
- Realize sophisticated navigation options with bookmarks
- Enable dynamic additional features (e.g. simulation parameters)
- Integrate custom visuals (free of charge) into your own reports
- Prepare and publish layouts for desktop and mobile devices
- Train implementation using practical application examples

The Interactive Reporting with Power BI seminar is aimed at anyone who wants to implement user-friendly and informative reports and dashboards with Power BI. These are, among others, participants of the seminar Management Reporting who want to learn an alternative way of implementing dynamic report formats.

To be able to follow our seminar examples you need a Windows computer on which the program "Power BI Desktop" is installed. Please use an appropriately prepared notebook.

Your benefits

- **You get to know the Power BI software package and train all the important basics, from loading data into the data model to designing report layouts and publishing the finished reports**
- **You will master the available graphic and table types correctly, so that the reports and dashboards built from them are as informative and easy to understand as possible**
- **You train the use of Power BI on a practical example during the step-by-step implementation of a dashboard according to the previously defined design rules**
- **Our live online training concept ensures sustainable learning success through interaction, discussion and addressing individual questions**

Date

15 - 16 June, live online

Training concept

Live online training

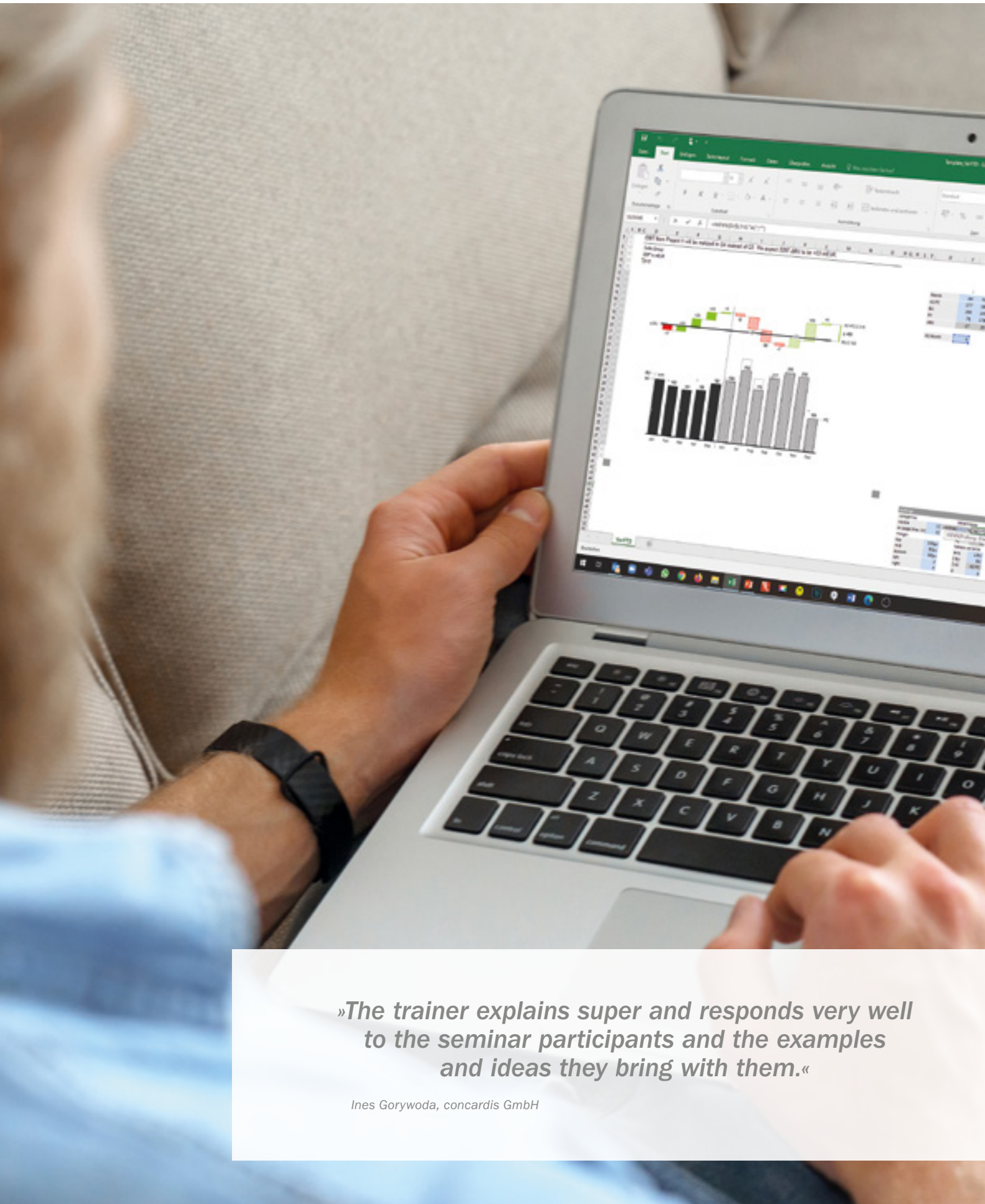
Trainer

Dipl.-Bw. (FH) Markus Wolff, MBA

Price

Online seminar: EUR 1.790,-

For further information visit our website at Seminar-No. 9.42.3



»The trainer explains super and responds very well to the seminar participants and the examples and ideas they bring with them.«

Ines Gorywoda, concardis GmbH

Management Reporting

- IBCS® with SUCCESS

Report clearly and precisely what needs to be reported.

The creation of management reports and their presentation remains a central task of the controllers even in the age of digitization. It is essential that the recipients of reports quickly understand the current situation of the company and can invest their valuable time in the development of controlling measures. Clear messages and generally applicable standards for the preparation of reports in the form of charts and tables are of decisive importance in this respect.

In the Management Reporting seminar, the first step is to raise awareness that management reports are only understood if they say what needs to be said and communicate what is said in a consistent language. It is shown how the recipient's understanding increases significantly by taking into account the SUCCESS rules. You will learn how to visualize complex issues with suitable diagrams according to the "IBCS® – International Business Communication Standards".

Seminar Content

- SUCCESS for the professional design of reports in the form of charts and tables according to the IBCS® standards:
 - **S**ay: Convey a message
 - **U**nify: Apply semantic notation
 - **C**ondense: Increase information density
 - **C**heck: Ensure visual integrity
 - **E**xpress: Chose proper visualization
 - **S**implify: Avoid clutter
 - **S**tructure: Organize content
- Deepening, prioritizing and practicing the rules through group work
- Impulses for the development of a notation manual for your organization
- Implementation workshop: To analyze and improve selected report examples
- Overview of the possibilities for implementation support through software

By attending this seminar, you will acquire the opportunity to take an online examination to obtain the "IBCS® Certified Analyst" certificate and, once you have passed this examination, you will be entitled to participate in the "IBCS® Certified Consultant" certification course offered by Hichert+Faisst.

Your benefits

- *In practical exercises you will deepen all 98 conceptual, perceptual and semantic rules and work out your top 10*
- *The transfer of knowledge and the ability to implement them are sustainably ensured by practicing on selected examples*
- *You will be specifically prepared for the online test for IBCS® Certified Analyst*
- *Our Live Online Training concept ensures lasting learning success through interaction, group work in breakout sessions, discussions and responding to individual questions*
- *You will learn how to visualize complex issues with suitable diagrams according to the "IBCS® – International Business Communication Standards"*

Date

21 - 23 November, live online

Training concept

Live online training

Trainer

Dipl.-Ing. Dietmar Pascher

Price

Online seminar: EUR 1.980,-

For further information visit our website at Seminar-No. 9.6.1.1

Inhouse Training

We train, advise and coach you on your premises in all areas of our five focus subjects.

Controlling

Accounting & Finance

Business Development

Information Management

Social Skills

Target audiences

- Corporations, as well as small and medium-sized enterprises across all sectors
- Institutions and non-profit organizations
- Controllers and non-financial professionals
- Managers, specialists and executives
- Individuals and teams

We train your employees with your company's interests at heart

Transformation, agility, digitization, continuous development. Irrespective of how companies prioritize activities internally, to remain competitive, upskilling their organization and employees is a necessary prerequisite for such processes. This requires a strategy to focus on additional know-how, new or adapted methods, competences and usually also fresh motivation to achieve the goals envisioned.

Benefits of inhouse activities

Think globally, manage locally

The vision of many C-levels consists of creating a common company-wide understanding of corporate management. This includes tasks, functions, methods, processes and competences. Uncertainties and inaccuracies are reduced in the process, the need for coordination is minimized and efficiency hiked. In addition, a common awareness of pending challenges is created and solution approaches can be devised for all sites across the company.

Acceleration of transformation processes

Organizations can upskill quickly by means of an effective, well-designed and coordinated training approach. Our training experts with their wide experience of the corporate world can help you to place learning content into your particular business context. Valuable group experiences are also engendered.

Securing theory-to-practice transfer

Our post-seminar follow-up sessions facilitate the transfer of theory into practice. We discuss your initial experiences, explore problems and thus inspire a greater degree of confidence and competence.

Managing by numbers

Not everyone shouldering a managerial position has a business studies or MBA background. In the majority of cases, the qualifications of managers stem from completely different disciplines. Our special training programs for managers and non-financials provide effective support in building up competence in the business and economic aspects of corporate management.

Integration into personnel development concepts

The content and methods of our courses can of course also be integrated into your existing personnel development concepts and programs as part of your inhouse training center curriculum or courses.

Training

In our inhouse training courses we impart current content from our five focus subjects and help you to successfully implement them in your daily business routine. All the subjects in our product portfolio can be booked in an inhouse training format. We will also be happy to compile training content with you that is tailored to your specific needs.



Workshops

In workshops we see our role as moderators and business coaches who help participants to devise and implement solutions, such as developing and implementing strategy, preparing kick-off meetings for transformation processes, reviewing and/or developing new planning processes, cost accounting systems and many other subjects.

Business coaching

Learning by doing. We prioritize personal initiative so that you can achieve your goals with as little outside assistance as possible. In our coaching projects we effectively support individuals in building competence, to equip them for a new upcoming role or as a professional sparring partner to take a critical look at their (almost) finalized concepts and to suggest possible improvements.

Lectures and keynote talks

We supply fresh stimulus with fascinating interactive keynote talks on various subjects and raise awareness of trends and current market developments among your employees.

Bestseller Inhouse Seminars

- Controlling for Non-Financials
- Investment Controlling
- Sales Controlling
- Process Optimization with Lean Management
- Business Charts and Dashboards with Excel
- Data Analysis with Excel
- Management Reporting – IBCS® with SUCCESS
- Predictive and Advanced Analytics
- Interactive Reporting with Power BI
- Successful Presentations

Languages

- German
- English
- Spanish
- Italian
- Russian
- Chinese
- a.m.m.

International Program

The CA controller akademie is your partner for inhouse training in all controlling matters. In addition, internal training seminars and workshops may also be held in English, Spanish, Italian or Chinese. Of course, work papers and documentation are available in all these languages.

Contact

For inquiries and appointments please contact:

Karin Kuschel
+49(0)8153-88974-0
k.kuschel@ca-akademie.de



Jens Ropers, Partner
Mobil: +49(0)160-93864324
j.ropers@ca-akademie.de



CA Consulting

As a consulting manufactory we support you in the development and implementation of your projects.



Target audiences

- Corporations, as well as small and medium-sized enterprises across all sectors
- Institutions and non-profit organizations

“We were particularly impressed by the comprehensive support approach – from employee training and practical implementation in the company to plotting next steps.”

Michael Egerer

*Head of Logistics/SCM,
Member of the Executive Board,
tegut... gute Lebensmittel
GmbH & Co. KG*

We provide your organization with comprehensive support

We support and advise your organization in the conception, elaboration and implementation of your internal processes and projects.

With all consulting projects, you benefit from more than 50 years' expertise in corporate management, across all industries and for companies of all sizes.

Together with you, we devise appropriate solutions, provide professional and method-based support, and help you to identify where potential lies in your company. We do not impose one-fits-all concepts on you, but work out solutions with you and your teams from the inside out. After that we assist you in implementing them successfully and firmly establishing them across the company. We act as moderators at inter-team and department level to ensure that everyone is on board right from the start. Depending on the requirements and project scope we put together a team of consultants made up of eminent experts.



Possible subjects include

Strategy and business model development

Management logic and KPIs

Organization and roles in controlling

Cost accounting

Planning and forecasts

Reporting and dashboards

Process optimization and automation

Working capital management



“Focussing on our specific requirements, in just two days with the CA we were able to put together the basic structure for professional cost accounting, including the calculation of daily rates and gross margin analyses. We already plan to continue the cooperation. Thanks a lot.”

Nora Makosch
Sr. Manager FP&A, Factworks GmbH

Nine good reasons why CA Consulting is the right partner to implement your projects.

1 | In-depth expertise

We are the experts for corporate management and controlling. With an objective view and eye for the big picture, we provide new ideas and stimulus for your company.

2 | Experienced in all sectors

We have a wealth of experience across all sectors in the implementation of countless projects from start-ups to blue-chip corporations and put together a team of experts based on your requirements.

3 | Tailored solutions

One-fits-all solutions rarely result in success in the long term. We therefore co-develop tailored solutions with you that take into account the specific nature of your company.

4 | Long-term success

We combine in-depth know-how with a keen eye for current and future developments to achieve future-focused results.

5 | Employee involvement

We integrate various levels of hierarchy and organizational areas into the project and thus ensure the necessary communication, interaction and acceptance.

6 | Fast and practical implementability

We pursue a hands-on approach, our concepts are designed to work in practice and not only in theory. We therefore support you in applying methods on the job so that you can quickly begin to make a difference with visible benefits for your company.

7 | Comprehensive support

We support you from project conception to conclusion, encompassing aspects such as the necessary change process and upskilling of your employees with professional qualifications to show for it.

8 | Cost under control

We do not expand or complicate projects unnecessarily, preferring to share our know-how and wean customers off any dependency on consultants.

9 | One face to the customer

Each project is supervised by one CA partner and an experienced project manager based locally. They remain your contacts throughout the entire duration of the project. In this way, we ensure trusting cooperation and stability.

We will be happy to advise you personally on specific problems and issues.

Contact

Danny Szajnowicz, Dipl.-Kfm.,
Partner
+49(0)173 - 155 91 86
d.szajnowicz@ca-akademie.de



Trainers & Consultants

Trainers and Consultants of CA AKADEMIE AG

These trainers, consultants and coaches of the core team of CA have broad inhouse experience in all industries that is permanently incorporated into the learning content. In every seminar you benefit from topicality, practical relevance and a broad knowledge of the industry.



Dr. Thomas Biasi

has graduated in economics with focus on Controlling and Service-Management at the Universities of Innsbruck and Modena. He started his career in London, Frankfurt and Milan and had been responsible for the controlling in an international operating insurance

company. Since 1997 he is working in CA Akademie AG as trainer, coach and management consultant, especially for projects in strategic planning and improvements of a corporate controlling culture. Thomas Biasi has developed experiences in many branches as well as in the public sector. He provides training and coaching in German, Italian and English.



Dipl.-Ing. Dr. Klaus Eiselmayer

studied Industrial Engineering at the TU Graz University of Technology (Austria) where he also got his PhD. He worked for Technodat (IT), Porsche Salzburg and Magna (car industry), his last job there was head of finance and controlling. He

started with CA Akademie AG in 1995 as trainer and became partner in 1997. Since 2012 he is board member and responsible for the trainer team. Dr. Eiselmayer is also board member of the IGC International Group of Controlling and the ICV International Association of Controllers. He specialized in business planning, management and financial accounting, value based management, presentation and moderation skills and team-building. He provides training and coaching in German and English language. From 2007-2013 he was editor of the Controller Magazin and board member of the publishing house VCW Verlag für ControllingWissen AG.



Dipl.-Oec. Guido Kleinhietaß

started working as controller for purchase and product management at Raab Karcher Holding. This evolved into the controlling of the business line „skin care“ at Degussa. There he was appointed as general project manager to increase efficiency. Since 2002 he is trainer and partner of CA Akademie AG.

He has specialized in investment appraisal, financial analysis, transfer pricing, business planning and sales controlling. He was a founding member of „communication controlling“, a work-group of the ICV International Association of Controllers. Since 2009 he was a member of the ICV evaluation council „Controlling-Wiki“ and from 2016 until 2019 he was leading the council. Additionally he is also an author of the books „Controller Praxis“, „Profit Center – Vertriebs-Controlling“, „Controllers Best Practice – Verrechnungspreise“ and „Verrechnungspreise: Im Spannungsfeld von Controlling und Steuern“ and also of several specialized essays.



Dipl.-Ing. Dietmar Pascher

is partner and trainer of CA Akademie AG and responsible manager for its International Program and CAonAir online training. He provides controlling and finance training in German, English, French and Spanish language. He assists companies in putting strategic, operational and financial

controlling topics into practice. Furthermore, he is IBCS® certified trainer for better reporting and expert for clear presentations and business partnering. He specialized on project and sales controlling and psychological principles of clear communication and leadership competences for change projects. Dietmar Pascher is industrial engineer for informatics and business administration. First he worked as a sales controller for Frischeis AG, Austria's biggest retailer for furniture industry supplies. Second he joined KNAPP AG in Graz, Austria – world leading supplier for warehouse logistics – working as a project manager and controller for international projects. Before joining CA Akademie AG he was director of research and development for KNAPP AG.



David Fairchild

has extensive experience in multiple areas of corporate finance and accounting for US multinational corporations with operations in Germany, Austria, and the Russian Federation. Certified Public (CPA) and Certified Management Accountant (CMA). Membership in the American Institute of

Certified Public Accountants (AICPA) and the Institute of Management Accountants.



Thomas Sauer, M.Sc.

is senior manager at CA Akademie AG in the CA Consulting division. He supports corporations in executing national and international projects, from concept to completed implementation. His professional emphases are designing best in class finance organizations, developing steering

logics and respective KPIs, setting up planning and forecasting systems as well as optimizing management reporting. In addition, he has profound expertise in the field of agile project management and the leadership of project teams. Before joining CA, he gained several years of consulting experience after having studied business administration at the LMU Munich.



Dipl.-Kfm. Danny Szajnowicz

is partner, trainer and consultant of CA Akademie AG. He studied business economics with focus on International Management and Human Resource Management at the Helmut-Schmidt-University in Hamburg, Germany. In addition he passed a summer course at Arizona

State University, USA. Afterwards he gained experience in different management positions in the field of supply chain management before he joined a management consultancy. Danny Szajnowicz was responsible for project management and led numerous project teams in the fields of strategy and organizational development as well as process improvement. He specialized in Operational Excellence, Six Sigma and Lean Management. For CA Akademie AG he conducts seminars within the five stage program in German and English language. Furthermore he is responsible for the special seminars Lean Management, Production- and SCM-Controlling. Additionally he supports companies in the implementation of projects, moderation of workshops and Inhouse-trainings.



Dipl.-Psych. Claudia Weyrauther

is the founder and shareholder of lumanaa GmbH & Co. KG. As a trainer, consultant and coach, she accompanies executives, teams and organizations in change processes and their important development. The first step? Allow change and new things with heart and mind.



Dipl.-Bw. (FH) Markus Wolff, MBA

is managing director of chartisan GmbH, a specialized consulting and implementation partner in the field of controlling and reporting. The focus of his activities is on report automation and data visualization, based on the IBCS concept

(International Business Communication Standards). As a trainer and consultant, he has specialized in these topics for more than ten years. Previously, he studied business administration at the University of Applied Sciences in Eberswalde and at the Danube University Krems and worked as a corporate controller.



Dipl.-Kfm. Prof. Detlev R. Zillmer

studied a combination of Business Administration, Software Development and Industrial Engineering at the Technical University in Stuttgart, Germany. He joined the CA Akademie AG 1992 as one of their trainers and was promoted to partner status in 1994. From 2003 to 2018 he

was Professor at the Zurich University of Applied Science in Business Administration (HWZ), Switzerland. From 2006 to 2016 he was elected as vice chairman of the Board of Directors of the CA Akademie AG. Since 1999 Detlev Zillmer followed his interests in human behavior and communications. He deepened his knowledge in Vienna (Beratergruppe Neuwaldegg), Palo Alto (MRI, Paul Watzlawick and Richard "Dick" Fish), Wiesloch (ISB, Bernd Schmid) and made his Coaching Certificate there. He is responsible for the Soft Skill Seminar Series within the CA Akademie AG.



Valentin Usenkov

based in Dubai (UAE) is founder of USENKOV.PRO and its five-modules, 15-days consulting workshop for company owners and top-managers „Controlling for the Key Persons“ with over 1000 participants from Russia, Germany, Italy, Croatia, Poland, Kazakhstan, Kyrgyzstan

and Belarus since 2010. He is an author and facilitator of the consulting workshops and strategic sessions for top managers in the field of strategic and operational controlling, business economics and managerial finance and provides controlling training to controllers and CFOs in Russian and English language. He acted as an architect and methodologist in more than 20 projects of management accounting implementation in companies and holdings. Since 2017 Valentin Usenkov is license partner of CA Akademie AG, certified trainer of its “CA Controllers Trainings Program in Five Stages” and an active member of the international working group at ICV International Association of Controllers. Valentin has an Executive MBA degree.



English Program 2023

CA AKADEMIE
privates Institut für Controlling
und Unternehmensführung AG

Münchner Straße 8
D-82237 Wörthsee
Phone +49(0)8153-88974-0
kontakt@ca-akademie.de

www.controllerakademie.de

