



we love
Controlling

2026

English Program



... to stay future-focused

... to inject fresh ideas into the company

... to ensure the company's sustainable development

... make data-based decisions

... automate 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

... design change processes

... to be an attractive employer

... to maintain a holistic management model

For our companies

We want ...

Energize your Company!

How to align Finance and Controlling with future requirements.

Our business environment is becoming increasingly complex while new technologies continuously capture the market. Against this backdrop, transformation within organizations has become vital to their survival. But what approach is right for your company? Finding your bearings in this field is not an easy task. As there is no one-fits-all template for companies, how do you categorize new methods and identify the benefits of new systems? The right agenda for aligning your Finance and Controlling therefore needs to be developed individually.

Base your agenda on your Finance and Controlling mission. Take stock of your company's situation in relation to your goals and how you want to shape the future to achieve them. Best practice solutions are no help in this case. It is better to develop your transformation on the basis of a sound analysis so that it is tailored to your organization, your corporate culture and your employees.

Our CA Finance & Controlling Operating Model (CA-FICOM) is an effective model that supports you in setting out your specific CFO/Controlling agenda in accordance with your mission. Our approach not only takes into account your current situation and goals, but also, and more importantly, adopts a holistic stance that includes people and necessary skills.

You don't currently have a valid mission? You are not alone, because only some 30% of our business partners have a valid mission, and only half of them have an agenda and a roadmap. All the more reason to get started! Take advantage of our practical know-how. We will be happy to assist you.



Do you want to use our CA Finance & Controlling Operating Model for yourself?

IN THE ORIENTATION WORKSHOP YOU:

- Take part in the workshop with up to 2 colleagues
- Learn how to deal with the dynamics and complexity of today's world and how to select the right tools for the job
- Get to know our CA-FICOM method for developing a CFO/Controlling agenda
- Will be guided through the 7 fields of action using initial key questions

AFTER THE ORIENTATION WORKSHOP YOU:

- Receive a detailed summary of the results
- Know the relevant fields of action for your company
- Gained valuable insights into how you can drive the transformation forward with your employees
- Have a checklist for the next steps and can immediately start implementing them yourself
- Know how the CA can effectively support you and your organization

In a free 2-hour orientation workshop, you will receive ideas for your approach based on our CA-FICOM method.

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Book an appointment with Jens Ropers now

Three Steps to Finance Transformation.

Continuously develop your own area.

Make a success of this transformation with a CFO/Controlling agenda and the benefit of our expertise. Take your divisions' mission as the basis for your agenda, firm up the details with the operating model and then use the road map to put it into practice. We focus on your existing resources and support you in areas where they are lacking.

1 CFO/Controlling Mission

■ What is our future goal?

Together with us, you develop your Finance and Controlling mission. We view this process holistically, taking account of your corporate strategy.

■ How do we see our future role?

You define the future role of Finance and Controlling in the company, the value compass that will guide you, and how the two fit in with your existing corporate culture.

2 Finance & Controlling Operating Model

■ What needs doing and where?

To derive the implementation strategy for your mission, we use the Finance & Controlling operating model, which consists of seven key areas. In a workshop, an analysis of each area is carried out and compared with the previously defined mission goals.

■ What needs doing and how?

Priority is placed on the analysis findings and translating them into a roadmap with specific measures.



3 CFO/Controlling Roadmap

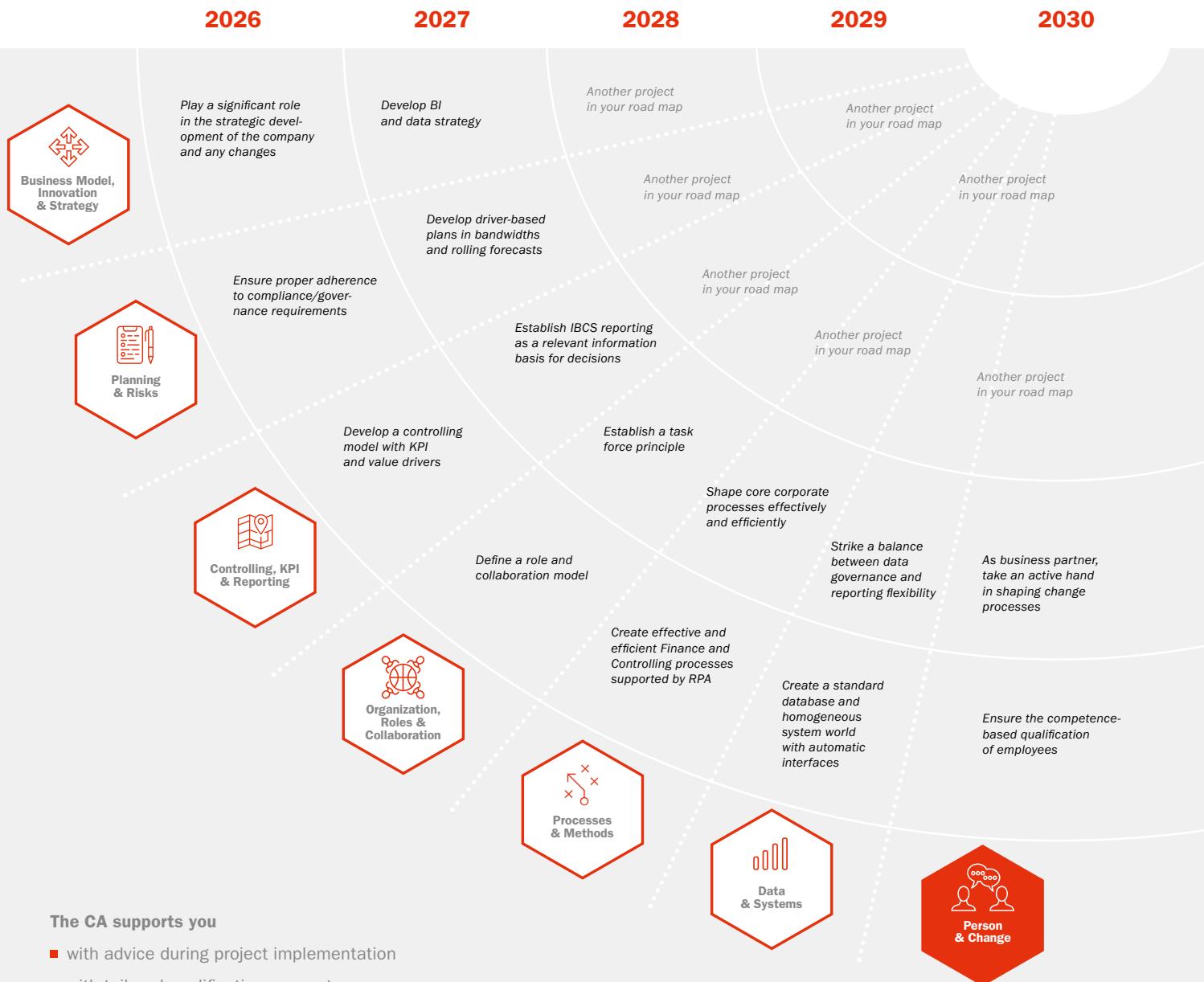
■ How to prioritize?

We develop a roadmap based on the measures drafted in the workshop for the individual areas. The roadmap puts the various activities into an effective order while taking account of interdependencies and ongoing projects.

■ What people, what resources to deploy?

You will only achieve your roadmap goals if you win over people for this transformation. To do this, you have to analyze financial resources, available employee capacities and the team's willingness to embrace change and, based on competence deficits, define your qualification needs.

This is what the roadmap for a medium-size company co-drafted with us might look like. It is purely an example and intended to give you a better idea.



The CA supports you

- with advice during project implementation
- with tailored qualification concepts

We tackle matters as they stand in your company, develop an individual CFO/Controlling agenda with you and help you to plan your roadmap.

To ensure successful effective implementation, we support you with the targeted qualification of employees and also advise you on how to implement individual projects.

Sounds interesting? Take advantage of our offer to take part in a free orientation workshop. (see page 5)



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CA Consulting

Your Partner for strong Corporate Performance Management.



"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*

As a consulting manufactory specialized in corporate performance management and controlling, we support companies and organizations in shaping and implementing their transformation successfully and effectively.

Our strength lies in combining strategy, performance management, and transformation. This enables us to develop your finance and controlling function into a true business partner – one that delivers relevant insights, drives change, and creates real value as an internal advisor to management.

What Sets Us Apart

From Knowledge to Capability – Consulting and Training from One Source

We do not offer off-the-shelf solutions. Instead, we deliver tailored concepts that can actually be implemented.

We combine consulting projects with training to qualify your team and involve them actively in the transformation process.

With more than 50 years of experience from seminars and consulting projects, we ensure that concepts do not end up in a drawer but create measurable impact.

Depending on Your Needs, We Support You in Different Roles

We act as facilitators who guide workshops in a structured and results-oriented way, as sparring partners who bring new ideas and perspectives into your team, and as experts who drive your projects with deep methodological and technical expertise.

Our Areas of Expertise

- Business model, innovation, and strategy
- Planning and risk
- Performance management, KPIs, and reporting
- Organization, roles, and collaboration
- Processes and methods
- Data and systems
- People and change

How We Support You

Strategy Development & Performance Management

Successful strategy development and implementation require experience, clear structure, and the right methods. Our CA Consultants support you from the initial setup through to execution – whether you're working on a corporate strategy, a functional strategy, business model innovation, or developing performance frameworks and KPI systems.



“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*

Professional Controlling

Successful corporate performance management requires a modern and high-performing controlling function.

Our CA Consultants support you in establishing, enhancing, or redesigning your controlling system – tailored precisely to your organization's needs.

This includes key topics such as cost and performance accounting, planning, reporting, pricing, contribution margin accounting, costing, and transfer pricing. With modern approaches such as driver-based planning, rolling forecasts, and Monte Carlo simulation, we create the foundation for a controlling function that ensures transparency and effectively supports management.

Efficiency Improvement

Lean and effective processes are the backbone of a successful organization.

This requires the right combination of technical expertise, process management, and digitalization.

Our CA Consultants analyze your existing workflows, identify optimization potential, and redesign your corporate and controlling processes to be more efficient. By applying lean thinking and targeted process automation, you save time, increase productivity, and reduce costs.

Value-Creating Use of Data

Modern performance management relies on data – but what matters is using it in a targeted and value-adding way.

We support you in building professional data management with clear governance structures, developing a tailored BI strategy and architecture, and selecting appropriate software solutions independently and objectively.

We also assist you in leveraging artificial intelligence – from advanced analytics for automated forecasting to practical AI solutions that support your teams in their daily work.

Roles & Collaboration Model

Strong performance management requires more than systems and methods – it depends on a strong controlling culture and clearly defined roles.

We help you build a role and collaboration model that works within the controlling function and across business units.

This includes supporting you in forming an optimal controlling team with a balanced mix of specialists, generalists, and business partners – ensuring effective collaboration and real value creation.

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

*Danny Szajnowicz,
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For me

I want ...

Energize yourself!

Find out now what you will need for tomorrow.

We can feel change everywhere – be it at technological, economic or ecological level and it is revolutionizing our working world. It makes new demands of us all, because it increases the complexity of our future and its unpredictability, and also changes our roles in Finance and Controlling. However, this new working world also unlocks many opportunities for developing our careers and assuming new tasks in corporate management:

- Digitalization generates a growing body of data that we can put to profitable use in corporate management in order to create greater transparency.
- New technologies enable rapid innovations and new business models that have to be managed differently to before.
- Intelligent technologies automate standard processes and provide us with more time for tasks of greater complexity.
- Planning and controlling are more agile and we can learn how to take complexity and dynamics in our stride.
- The shortage of qualified labor offers many opportunities to acquire new skills and increase our own market value.
- Growing regulatory requirements for ESG, transfer prices, etc. call for an ever-greater degree of specialized know-how and a holistic view of the effects.
- Customer wishes and how to satisfy them are becoming increasingly specific and challenge Controlling as a customer-centric internal service provider.
- Combining in person and online we can cooperate much more efficiently and effectively as the situation demands.
- Changed values and sustainability can rival profitability in importance.

Energize yourself!
Get started and expand your skills now.
We will be happy to assist you.



I am happy to advise you:

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So that knowledge makes a difference!



In a VUCA* world characterized by constant change

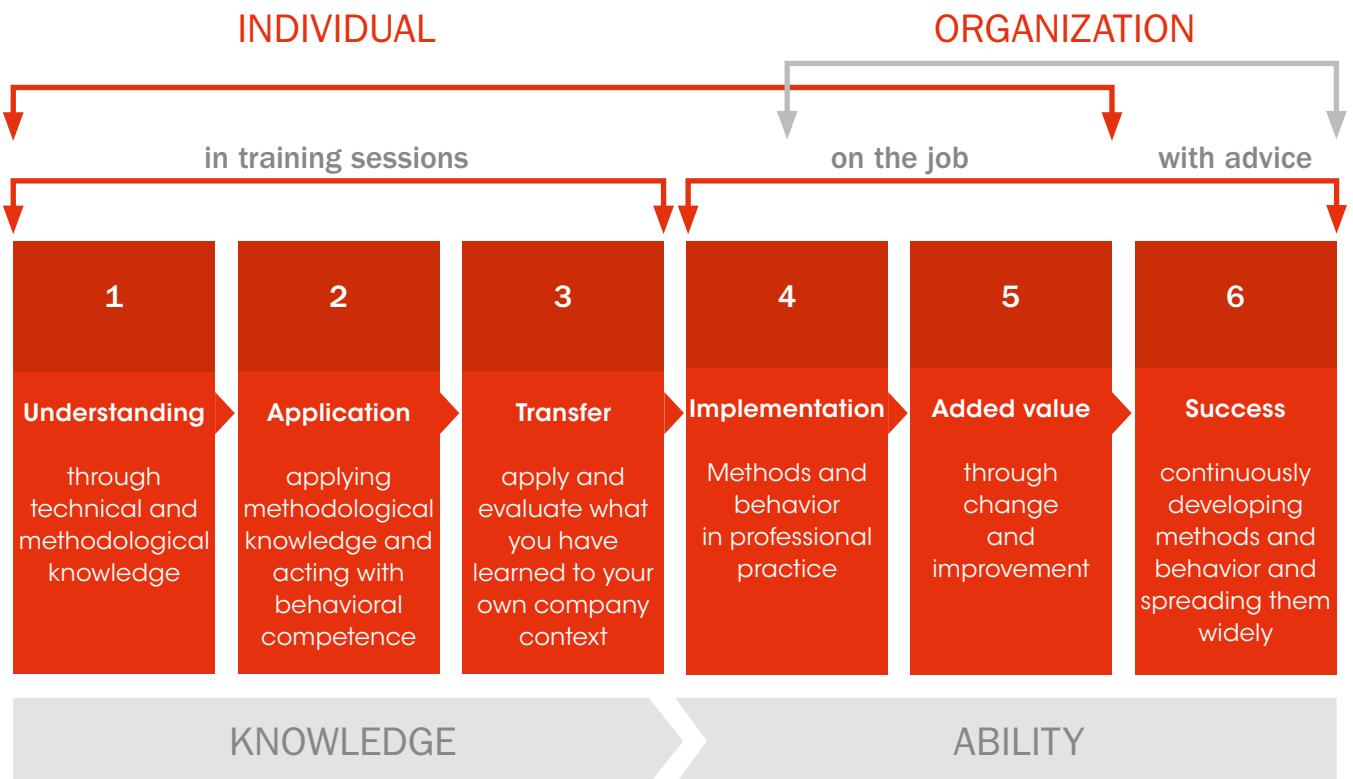
- lifelong learning is essential for everyone.
- organizations need to develop and reinvent themselves continuously.

The two should go hand in hand.

Because organizations tend to be most successful when the people within them engage in continuous learning.

And people who want to develop their skills to keep pace with the future are more likely to stay with organizations that are committed to development and enable them to realize their potential.

* **V**olatility, **U**ncertainty, **C**omplexity and **A**mbiguity



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

- 1** | In the first learning step participants become familiar with **relevant methodologies**. We provide a comprehensive overview and prioritize methods important for your organization, explain why and how they are important.
- 2** | In the second learning step we **practise methods and behavioral skills** through role plays. Participants practise in groups with simplified real-life case studies.
- 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 up 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 change occurs as a result of your own initiative.** 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 opportunities to share experiences within our communities are 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 certificate		
Workshops	Live online trainings	Implementation support	
Video trainings		Live online workshops	
Lectures / Keynotes		Coaching	
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

I am happy to advise you:

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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 of **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, digitalization, 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



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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



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Inhouse program to become a Certified Change Agent

Selected persons from your company are trained as Certified Change Agents CA over a period of approx. 6 months and work on your company's planned change projects in parallel. A competent change team with free resources is necessary to implement transformation projects successfully and promptly. With this program, you will establish an internal network of effective change agents, who can simultaneously drive forward the transformation of your company effectively and also inspire your colleagues to embrace change.



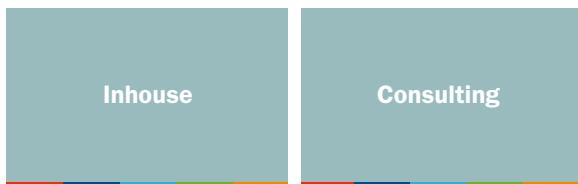
With content from these topic areas:

Business Development
Social Skills

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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.



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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:

- Financial Professionals, Controllers, Management Accountants and interested Non-Financial Managers

The must-have for all controllers

Future-oriented with a recognized qualification

Whether you are fresh out of university or in business for a long time, the Controllers Training Program in five stages will get you ready as a controller and business partner. To ensure that you are optimally prepared for the challenges ahead, we have been consistently adapting the content to the latest developments in controlling practice for over 50 years. We offer you maximum learning flexibility through different learning formats.

What awaits you

With the Controllers Training Program in five stages, you will gain methodical controlling expertise. **You will expand your scope for action** by training yourself in many topics that are part of a modern controlling system: Entrepreneurial understanding, data processing and analysis as well as psychological intuition. Because the best tools, results or reports are only as good as your persuasiveness and the strength of your arguments.



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."

You will gain practical skills and, thanks to numerous transfer and feedback units during the seminars, you will be able to apply your new knowledge directly in your business practice.

Training format

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

Controllers Training Program is also available as inhouse live online training. Both formats convey the same content and focus on practical application with exercises as well as interaction between the speaker and the seminar participants.



»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

Recognized degrees

For more than 50 years, the controllers Certificate CA and Controllers Diploma CA have been recognised and highly valued in the business world.

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.

Step by step to Controlling Excellence

Stage V	
<i>Presentation & Moderation for Controllers</i>	
Stage IV	
<i>Planning & Implementation</i>	
Stage III	
<i>Reporting & Communication for Controllers</i>	
Stage II	
<i>Financial & Management Accounting</i>	
Stage I	
<i>Controllers Best Practice</i>	

After the program you will be able to:

- organise your accounting, reporting and planning efficiently and convince as a valued business partner
- apply all finance-oriented controlling methods skillfully
- create meaningful reports and be familiar with the possibilities of system-controlled data analysis in reporting
- manage (agile) projects and processes successfully
- communicate successfully, lead informally and present competently



»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 digitalization. Stage I communicates hard and soft skills to successfully perform the role of a 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

- The controller as a business partner - understanding the role and necessary competences
- Controlling as a management process of target setting, planning and control
- Objectives and Key Results (OKR)
- 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 incl. forecast 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
- Holistic thinking and acting in controlling
- The ROI-tree as start for driver planning and for sensitivity analysis and simulation
- Deriving of profit target over the capital costs
- Case study on planning and 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)
- 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
- Calculation and sales price determination on the basis of various practical examples
- Case study on strategic planning

V. Trends and Developments in Controlling

- Overview of controlling trends
- Digitalization and data
- Modern planning
- Future development for controllers (New roles for the controlling function)

After the seminar you will be able to:

- be more competent in your role as a business partner
- understand and apply key controlling tools and their interrelationships
- be more persuasive in leading and facilitating meetings and more results-oriented in your work
- identify and understand current trends, such as digitalization and new role models

Dates:

13 - 17 April, Munich

12 - 16 October, Online

Training concept:

Classroom seminar

Price:

EUR 2,370,-

(Lunch, snacks, beverages incl.)

Trainer:

Dipl.-Ing. Dr. Klaus Eiselmayer

Dipl.-Ing. Dietmar Pascher

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



»Excellent seminar. Well structured and great content. The trainer is very knowledgeable and kept the seminar interesting by sharing real life examples and experiences.«

Danielle Galieta, Mercedes-Benz.io GmbH,
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. 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

II. 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

III. 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

IV. 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
- Introduction to business valuation: Shareholder Value (Discounted Cash Flow), Economic Value Added™, multiples, Due Diligence

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

After the seminar you will be able to:

- instrumentally advance the controlling of structural costs
- work with the balance sheet, cash flow statement and financial ratios and explain their use
- calculate investments, add sensitivities and present them in a comprehensible manner
- professionalize sales controlling with a wide range of tools
- understand the impact of internal cost allocation and transfer pricing

Date:
13 - 17 July, Munich

Training concept:
Classroom seminar

Price:
EUR 2,370,-
(Lunch, snacks, beverages incl.)

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

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



»The content of the seminar is at an expected and beyond level. Everything can be implemented in daily work, which means it is quite useful. Thanks!«

Srdjan Grbic, METRO Cash & Carry, Serbia
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 digitalization 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

- Business Intelligence and Big Data – from strategy to realization
- Receiver oriented business charts and tables incl. Excel hints for implementation
- With SUCCESS to the International Business Communication Standards (IBCS®)
- Outlook AI-generated reports – a use case
- Integrated Reporting

III. Development of Key Performance Indicators

- Integration of a (e.g. digital) strategy into the operational business
- Developing strategic key figures using the balanced scorecard approach
- Exercise on the development of sustainability indicators (SDG and ESG)
- 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 teamwork
- Factors influencing the leadership situation and the role of managers
- Principles of how to secure the transfer of know-how

After the seminar you will be able to:

- apply project controlling methods (incl. SCRUM), reports and charts
- communicate competently in the areas of BI, big data, predictive and advanced analytics
- create receiver oriented reports and impress with convincing visualization
- use relevant controlling tools to standardize processes and increase efficiency
- communicate more confidently, clearly and effectively in your role as a business partner

Date:
18 – 22 May, Munich

Training concept:
Classroom seminar

Price:
EUR 2,370,-
(Lunch, snacks, beverages incl.)

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

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



**»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 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 digitalization, 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 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 and Sustainability („ESG“), E-Commerce-Controlling, opportunities and risks of digitalization 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

After the seminar you will be able to:

- understand the whole system of integrated cost accounting through to profit and loss accounting
- understand modern business planning with risk and reward assessment for decision-making
- understand the relationships between P&L, balance sheet, cash flow, financial ratios and rating
- measure controller performance to improve effectiveness and efficiency
- take a stand on current controlling issues

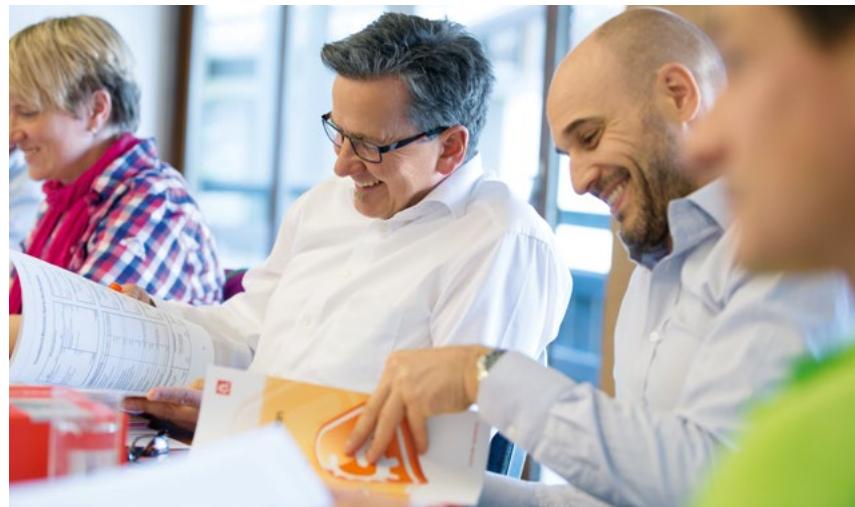
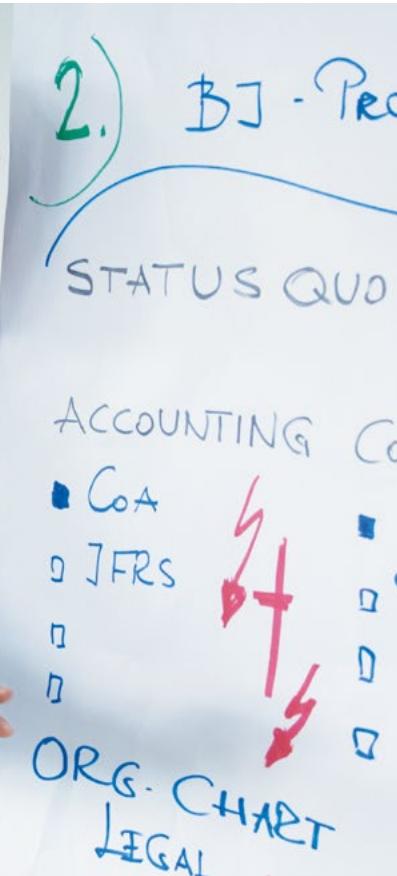
Date:
14 - 18 September, Cologne

Training concept:
Classroom seminar

Price:
EUR 2,370,-
(Lunch, snacks, beverages incl.)

Trainer:
Dipl.-Ing. Dr. Klaus Eiselmayer
Dipl.-Oec. Guido Kleinhietpaß
Dipl.-Ing. Dietmar Pascher

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.

Changes accompany us now more than ever. People in management boards and those who are affected want and need regular information on current developments. As a business partner, the controller is responsible for both providing information and discussing its impact. Important contexts should be recognized, visualized, presented and discussed in an open-ended manner. 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 demeanor, language and behavior. Finally, you will hold a diploma-worthy presentation and moderate a meeting before the plenary session of participants.

Seminar Content

I. Method Training

- Strategic analysis and strategic program
- Applying the strategic planning method Canvas
- Visualization, presentation and moderation techniques (online and present)
- 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

After the seminar you will be able to:

- develop proposals ready for decision and present them even more confidently on site and in virtual space
- keep discussions open for as long as possible, unblock deadlocks during discussions and offer alternatives
- analyze and restructure teams, break patterns of behavior and give valuable feedback
- interact and be present when presenting online, asserting yourself and using the central importance of the storyline

Date:

22–26 June, Starnberg near Munich

Training concept:

Classroom seminar

Price:

EUR 2,370,-

(Lunch, snacks, beverages incl.)

Trainer:

Dipl.-Ing. Dr. Klaus Eiselmayer

Dipl.-Ing. Dietmar Pascher

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

CMA® Certification for Professionals in cooperation with IMA®

You have all the tools and support needed to confidently conquer the CMA® exam.



Target groups:

- Financial Professionals interested in management accounting knowledge with focus on **Anglo-American accounting**

I am happy to advise you:

Karin Kuschel
+49 (0)8153 - 88 974 - 15
k.kuschel@ca-akademie.de



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.

The CMA® certification is ideal for

- Financial professionals with a background in finance and controlling
- Professionals working in or aiming for international business settings
- Those seeking to complement European controller training with a global credential
- Employees in subsidiaries with US, UK, Middle East or Asian parent companies
- Anyone planning an international career outside Europe

CMA® with CA controller akademie

Unlock your path to success with CA controller akademie's exclusive CMA® all-inclusive package, especially crafted to empower aspiring professionals like you to excel in the field of international management accounting. Our comprehensive offering combines a complete CMA® Self Study Package and extensive video training with live online instructor-led tutorials, ensuring you have all the tools and support needed to confidently conquer the CMA® exam.



IMA's Certification for
Accountants and
Financial Professionals
in Business



»I've received my test results for part 1 of the exam in June (I passed!) and wanted to say thank you. I truly hope David and the CA helped my fellow participants the same way and will also in future.«

Benjamin Gillgasch

CMA® All Inclusive Package

- IMA application and CMA® entrance fees
- 1 year IMA membership
- 2 exam fees for part 1 and 2
- 3 years unlimited access to BECKER CMA® Review Advantage Package for part 1 and 2
- 2+1 practice-oriented Live Online Tutorials (Part 1 & 2 plus one repetition) with a duration of 2 hours each covering Q&A sessions, tips for taking the exam and practice essay questions (both parts) with proforma grading and individual feedback for every candidate.

Live Online Tutorials

2+1 practice-oriented Live Online Tutorials (2 hours each) with David Fairchild, a CMA® and CPA®, who writes test questions for the CMA® exam. You highly profit from his experience and exam tips. During the tutorials, he will answer your questions, provide helpful tips and prepare an essay exam for Part 1 or Part 2 (your choice). You can practice the exam questions very well in the online test database you have access to. We offer the essay exam preparation for Part 1 and Part 2. You will receive a proforma grading for your essay and individual feedback (also in relation to your English level) a few days after the tutorial.

Your benefits:

- you have no hassle of paperwork – we handle your IMA application, CMA® entrance and exam fees
- you have free access to a highly sophisticated learning platform
- you have everything you need to confidently conquer the CMA® exam



CMA® All Inclusive Package
Exclusively available for **EUR 3,190,-**

Training concept:
Online Certification Program

Trainer:
David Fairchild, CMA

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



Inhouse Certified Change Agent Program

Build a network of effective change agents while implementing planned change projects.



For companies that want to:

- organize and carry out their transformation successfully
- inject new energy into progressing change projects
- build up a competent change team



I am happy to advise you:

Sylvia Grünbaum
+49 (0)160 - 40 100 28
s.gruenbaum@ca-akademie.de



Organizations need organized change expertise

Transformation is determined by technological, social, economical and ecological transformative movements and is reforming our entire working world. Megatrends such as connectivity, globalization, neo-ecology or gender shift affect all organizations and make major changes necessary. Yet the initiative to launch and successfully shape these changes often comes from a minority and not uncommonly from the top management. A lot of work needs to be devoted to convincing, mobilizing and motivating the majority of people to embrace the radical changes ahead. The efforts of top management or individuals alone are not enough. Many committed stakeholders with change expertise and available resources are required for this.

Companies must be bold and take a big step into the future. This means that alongside the core system that reliably takes care of everyday operations, another system must be built up to develop and successfully implement strategic change initiatives. This additional system consists of people who as "influential change agents" within the company consistently promote change with determination and ensure that a growing number of people rethink their attitude positively and commit themselves to shaping change processes with their creative input.

CA Certified Change Agent Training Program

Selected persons from your company take part in a program lasting around six months to become CA Certified Change Agents, while at the same time working on the company's change projects. In an ongoing process, participants put their new knowledge into practice in their change projects. In the process, they gain experience, consolidate their know-how and pass it on to others. In addition, the prospective change agents benefit from two one-to-one personality development coaching sessions. Throughout the program, participants are supported by a change expert schooled in psychology who also liaises closely with the company's inhouse program coordinator.

During certification, participants

- gain a basic understanding of change leadership with all key models and tools.
- understand psychological reactions to changes and can deal with them appropriately.
- know how to foster commitment to change and turn resistance into positive energy.
- can create an inspirational vision of change, communicate it convincingly and apply various techniques to effectively progress changes.
- apply what they have learned to their change projects already during their training.



»Pioneering this program in collaboration with CA controller akademie has been a great success. Within one and a half years a total of 54 participants from different business functions have completed the program. The business entities request additional program runs and we are there to support them.«

Zlatka Radeva, Head of Finance/HR Academies, METRO AG

The Certified Change Agent program is taught in German and English

NOMINATION	KICK-OFF	MODULE 1	PRACTICE 1	MODULE 2	PRACTICE 2	PRACTICE 3
Support on selecting and nominating suitable candidates for the Certified Change Agent Program	Kick-off event First get-together event with the change agents and representatives of the top management — <i>two hours live online</i>	Change Leadership Understanding, mobilizing and empowering people — <i>two-day in-person session</i>	Enlarging on the methods from module 1 Stakeholder analyses and change architecture Part 1 Transformation scaling Promoting project synergies — Development of change ambassadors — <i>One day live online</i>	Influence, conflicts, moderation Learning influencing techniques — Extending personal conflict style — Effective group moderation — <i>Two-day in-person session</i>	Peer-based advice as key development method Processing specific cases in projects — <i>One day live online</i>	Presentations of change interventions Part 2 Transformation scaling Acting effectively as a change team — Internal corporate communication — <i>One day live online</i> GRADUATION Presentation of the change project — <i>Two hours live online</i>

Implementation of transformation projects using the methods learned (change intervention) →

PERSONAL COACHING — two one-hour sessions per participant

Additional skills expansion to promote personal development

All participants in the inhouse change agent program possess different skill sets and during their change activities will constantly be tested to their personal limits. We therefore recommend all certification program participants to attend one to two seminars to expand their personal skill sets depending on their tasks and work focus. For details, please refer to the change agent training program website.

Your benefits:

- Develop change expertise while at the same time effectively push ahead with your company's transformation

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, digitalization, 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

- Controllers Training Program in five stages
- Finance & Controlling for Decision-Makers
- Purchasing Controlling

- Controlling for Non-Financials
- Investment Controlling
- Sales Controlling
- Business Partnering – Next Level
- Finance Transformation
- Project Management
- Process Optimization with Lean Management
- Business Charts and Dashboards with Excel
- Data Analysis with Excel
- Management Reporting – IBCS® with SUCCESS
- Predictive and Advanced Analytics
- Successful Presentations

Languages

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

Contact

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Trainers & Consultants

Trainers and Consultants of CA AKADEMIE AG

These trainers, consultants and coaches of the 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 been a trainer and consultant at CA Akademie AG for over 20 years. With his passion for strategy, he inspires participants at in-house seminars, specialist conferences and with motivational speeches and keynotes. In addition to the topic of strategy, he supports our customers in national and international projects in the areas of business model development, reporting, social skills and operational controlling. He also works on numerous training and consulting projects for managers and non-controllers.



Florian Bliefert, MBA und B.Sc.

is a manager at CA Akademie AG and works as a trainer and consultant. He specializes in the integration of AI and advanced analytics into controlling. He has extensive experience in finance and controlling. His focus is on advanced analytics, data mining, process optimization, and automation. He is the author of various specialist articles and a keynote speaker. As a CA trainer, he conducts Level I of the controller training program as well as seminars for managers and non-controllers. In the consulting area, he is the central contact person for all topics related to AI and RPA.



Dipl.-Betr.wirt (FH) Helene Eder, MBA

is a manager at CA Akademie AG and works as a consultant and coach at CA Consulting. She is passionate about digital transformation, organizational development and leadership in finance and controlling. Her focus and experience lie in the areas of business excellence, process management and digitalization. She has successfully led and supported transformation initiatives in companies of various industries and sizes. Her coaching approach combines sound expertise with sensitivity for people.



Dipl.-Ing. Dr. Klaus Eiselmayer

has been trainer and a partner at CA Akademie AG since 1995. His areas of focus include business planning, internal and external accounting, value management, presentation, moderation and team development in both German and English. During 2012 and 2025, he served on the boards of CA, ICV, and IGC. From 2007 to 2013, he led the publishing house VCW as a board member and was the editor of the Controller Magazin.



David Fairchild

conducts as a Certified Public Accountant (CPA) and Certified Management Accountant (CMA) the live online tutorials for the CMA All-Inclusive-Package of the CA controller akademie. He has extensive professional experience in multiple areas of corporate finance and accounting for US multinational corporations with operations in Germany, Austria and the Russian Federation. Membership in the Institute of Management Accountants (IMA).



Korbinian Hoffmann

is Senior Consultant at CA Akademie AG and works as a trainer and consultant. As a CA trainer, he conducts the Controllers Training Program in five Stages, the Controlling & Business Leadership Program and seminars in the areas of information management and sustainability. He supports companies in the realization of national and international projects, from conception to implementation. He specializes in the areas of data & analytics, planning and reporting, the development of control logic and key performance indicators, as well as support in technical software selection. He is the author of various specialist articles and a passionate keynote speaker.



Dipl.-Oec. Guido Kleinheitpaß

has been a trainer and consultant at CA Akademie AG for over 20 years. He trains controllers, managers, and the works council. His training courses draw on his experience from numerous consulting projects. He conducts the 5-stage controller training program

and advanced seminars in operational controlling—from cost accounting to investment. He holds training courses on accounting and financial reporting (balance sheet, income statement, cash flow statement), including annual financial statement analysis, as well as on business cases, including transfer pricing. He is a member of the board of the International Controller Association and the author of several books.



Dipl.-Kfm. David Nerz

is a Senior Consultant at CA Akademie AG and works as a trainer and consultant. His consulting focus is on cost and performance accounting, planning, reporting, optimization of BI tools, transfer pricing and contribution margin accounting. Before joining the CA, he worked for several years

as a controller in Germany and abroad.



Dipl.-Ing. Dietmar Pascher

is a partner at CA Akademie AG, keynote speaker, trainer for controllers, non-controllers and managers. He is responsible for CA International and online training. As a consultant, he supports companies in the implementation of projects in English, Spanish and French. He is also an IBCS®

trainer for reporting and an expert in presentations. He also specializes in project and sales controlling, communication, leadership and business partnering.



Dipl.-Kfm. Danny Szajnowicz

is a partner and, from 2025, a member of the Management Board of CA Akademie AG and is responsible for the CA Consulting division. He provides methodological and technical support to companies in a wide range of industries in the implementation of projects and the moderation of workshops. He has extensive experience in the implementation and management of projects in the areas of strategy development, corporate management/controlling, organizational development and process optimization (lean management). He also conducts numerous seminars for controllers, specialists and managers in German and English.



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 various countries since 2010. He is 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.



Dipl.-Psych. Claudia Weyrauther

is the founder and shareholder of lumanaa GmbH & Co. KG. As a trainer, consultant and coach, she has extensive expertise in the implementation of transformation projects. Her goal is to create a new awareness and understanding of the psychological, systemic and cultural connections in teams and organizations, and to expand their personal development and change capacity as well as that of their teams and organizations with the help of new attitudes and skills.



Dipl.-Bw. (FH)

Markus Wolff, MBA

has been holding seminars as a reporting specialist in the areas of Management Information Design and BI at the CA controller akademie for many years. He 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 (HICHERT-SUCCESS). As a trainer and consultant, he has specialized in these topics for more than ten years.



English Program 2026

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