

Management Training for Chief Financial Officers
Sponsored by EBRD's SME Finance and Development Group
Joint Vienna Institute: 15 to 20 May 2016

| Day | Time | Content |
|----------------|---------------|--|
| Sunday 15 May | 19:00 - 22:00 | Welcome Reception |
| Monday 16 May | 09:00 - 09:20 | Housekeeping and Logistics |
| | 09:20 - 10:30 | Overview of CFO Function in Mid-Size Corporates in Emerging Markets |
| | | CFO Function: Financial Accounting & Statutory Reporting, Audit Management, Budgeting, Strategic Planning, Product Costing and Pricing, Treasury, Bank Relationships, Vendor & Supplier Credit, Investor Relations, Tax Planning & Reporting. Typical Qualifications and Credentials: Accounting & Auditing Credentials? Do you need CMA, CFA, CRMs? |
| | 10:30 - 10:50 | <i>Coffee Break</i> |
| | 10:50 - 12:20 | Introduction to financial reporting: Current Issues in IFRS for SMEs |
| | | Introduction to IFRS for SMEs. IFRS for SMEs Section 20 - Accounting for Leases: Cases and examples for equipment finance lease, property operating lease with tenant improvements, equipment operating lease with maintenance services. IFRS for SMEs Section 33: Related Party Disclosures and Transfer Pricing. |
| | 12:20 - 13:30 | <i>Group Photo at 12:20 followed by Lunch Break</i> |
| | 13:30 - 15:00 | Introduction to financial reporting: Current Issues in IFRS for SMEs (Continued) |
| | | IFRS for SMEs Section 23: Recognition of Revenue: practical examples and cases for various industries. IFRS for SMEs section 26 Share Based Payments. Practical applications in the context of management incentives and ESOPs. |
| | 15:00 - 15:20 | <i>Coffee Break</i> |
| | 15:20 - 16:50 | Operational Risk & Internal Control |
| | | Principles of Operational Risk management, internal control, governance and compliance. Focus on fraud prevention and staff conduct. |
| | 16:50 - 17:00 | Feedback & Recap of the Day |
| Tuesday 17 May | 09:00 - 10:30 | Strategic Planning & Budgeting |
| | | Strategic Planning frameworks and techniques, Balanced Scorecard. KPIs and Management by Objectives, Management Incentive Systems and Employee Share Ownership Plans. |
| | 10:30 - 10:50 | <i>Coffee Break</i> |
| | 10:50 - 12:30 | Strategic Planning & Budgeting (continued) |
| | | Continue KPI self-assessment & feedback. Capital Budgeting: NPV, IRR, Break-even of investment projects. |
| | 12:30 - 13:30 | <i>Lunch Break</i> |

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| | 13:30 - 15:00 | Guest Speaker: Dr Werner Templin / SME advisory and management: Fundamentals |
| | | Experience in advising and interim management of SMEs: "How to deal with everything in fast forward". Corporate restructuring, management succession planning, cost management, strategic repositioning, people management, identifying new investors etc. |
| | 15:00 - 15:20 | Coffee Break |
| | 15:20 - 16:50 | Guest Speaker: Dr Werner Templin / SME advisory and management: Practical cases |
| | | Re-organisation and restructuring: Practical cases, examples and discussion. |
| | 16:50 - 17:00 | Feedback & Recap of the Day |
| Wednesday 18 May | 09:00 - 10:30 | Operational Budgeting and Control |
| | | Cost accounting. Cost Centers. Profit centers. Job Costing. Project Costing. Activity Based Costing. Product Pricing. |
| | 10:30 - 10:50 | Coffee Break |
| | 10:50 - 12:30 | Operational Budgeting and Control - continued. |
| | | Case Study in Management Accounting: Activity Based Costing for a medical service. |
| | 12:30 - 13:30 | Lunch Break |
| | 13:30 - 15:00 | Introduction to Corporate Finance: Equity |
| | | Typical capital structures & leverage in non-financial corporates. Instruments, transaction structures, process, governance implications, entry/exit valuations. |
| | 15:00 - 15:20 | Coffee Break |
| | 15:20 - 16:50 | EBRD Guest Speaker - Kaori Ishimaru from the SME Finance and Development Group |
| | | Investing in small businesses, building big economies |
| | 16:50 - 17:00 | Feedback & Recap of the Day |
| | 19:00 - 22:00 | Group Dinner |
| Thursday 19 May | 09:00 - 10:30 | Introduction to Corporate Finance: Treasury |
| | | Cash Management: Cash flow planning, liquidity management, short-term investment and borrowing instruments. |
| | 10:30 - 10:50 | Coffee Break |
| | 10:50 - 12:30 | Introduction to Corporate Finance: Debt |
| | | Raising senior debt via bank term borrowings, syndicated / parallel loans, commercial paper, private placements. Common collateral structures. Subordinated debt and shareholder loans. |
| | 12:30 - 13:30 | Lunch Break |
| | 13:30 - 15:00 | Introduction to Corporate Finance: Supply Chain Finance / Managing Bank & Investor Relationships |
| | | Supply chain finance: Vendor credit, supplier credit, bills of exchange, factoring, collections services. Bank & Investor Relationships: What to report / disclose. Credit rating, scoring, credit bureaus, Dun & Bradstreet style services. |

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| | 15:00 - 15:20 | <i>Coffee Break</i> |
| | 15:20 - 16:50 | Introduction to Corporate Finance: International Trade Finance |
| | | LCs, collections, guarantees, export credit agencies. Commodities & forex forwards and futures. Case study on forex hedging. |
| | 16:50 - 17:00 | Feedback & Recap of the Day |
| Friday 20 May | 09:00 - 11:00 | CFO Soft Skills Practice Session |
| | | Negotiation skills: Negotiating a major equipment finance deal with the EBRD |
| | 11:00 - 11:20 | <i>Coffee Break</i> |
| | 11:20 - 12:50 | Time Reserve |
| | | Deal with overflow from prior sessions, address topics of special interest that arose during the week. Will be interactive and participant driven. |
| | 12:30 - 13:00 | Wrap Up, Evaluations and Closing Ceremony |