

Management Training for Managers from Trade Support Institutions

Sponsored by EBRD's SME Finance and Development Group
and Trade Facilitation Programme Teams

Joint Vienna Institute: 5 to 10 November 2017

| Day | Time | Content |
|--------------------|---------------|--|
| Sunday 5 November | 19:00 - 22:00 | Welcome Reception at InterCityHotel Wien |
| Monday 6 November | 09:00 - 09:20 | Housekeeping and Logistics |
| | 09:20 - 10:30 | World Economic Outlook <ul style="list-style-type: none"> Global Economic Themes in 2017 / 2018 Trends in International Trade & Trade Policy Compliance, sanctions and the big leap backwards in correspondent banking |
| | 10:30 - 10:50 | <i>Coffee Break</i> |
| | 10:50 - 12:20 | Understanding Forex and Commodities Price Risks - Effective Hedging Strategies for SMEs <ul style="list-style-type: none"> What you need to know about hedging in internationally active SMEs. Forex Case Study: Advising a SME Client on Forex Hedging |
| | 12:20 - 13:30 | <i>Group Photograph at 12:20 followed by Lunch Break</i> |
| | 13:30 - 15:00 | Communication Skills Part 1 <ul style="list-style-type: none"> How to communicate effectively at different levels in business (verbal, nonverbal) Different styles, how to use and understand Self-Assessment: What communicator are you? |
| | 15:00 - 15:20 | <i>Coffee Break</i> |
| | 15:20 - 16:50 | Communication Skills Part 2 & Strategic Vision <ul style="list-style-type: none"> Vision, mission, values, purpose |
| | 16:50 - 17:00 | Feedback and Daily Takeaways (fill-in template) |
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| Tuesday 7 November | 09:00 - 10:30 | Access to Trade Finance for SMEs <ul style="list-style-type: none"> The SME Access Challenge – ICC Survey Compliance constraints – the alphabet soup explained Beneficial owners and related parties (Sect.33 IFRS for SMEs) |
| | 10:30 - 10:50 | <i>Coffee Break</i> |
| | 10:50 - 12:30 | Innovations and Best Practice Sharing for Trade Support Institutions (participant cases) |
| | 12:30 - 13:30 | <i>Lunch Break</i> |
| | 13:30 - 15:00 | Leadership & Performance Management Part 1 <ul style="list-style-type: none"> Manager vs Leader - in what situation what role? How to lead effectively and how to motivate your people. How to proceed safely and comply with rules Self-Assessment: What type of Leader are you? |
| | 15:00 - 15:20 | <i>Coffee Break</i> |
| | 15:20 - 16:50 | Leadership & Performance Management Part 2 <ul style="list-style-type: none"> Performance Management: How to evaluate; Self and Manager Appraisal Performance Management: How to handle top/ low performers? How to use the 9 Box Matrix? |
| | 16:50 - 17:00 | Feedback and Daily Takeaways |

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| Wednesday 8 November | 09:00 - 10:30 | Documentary Credits |
| | | <ul style="list-style-type: none"> • Introduction (UCP 600), definitions, roles of banks, risks and benefits • Main types of settlement (sight, deferred payment, acceptance, negotiation credits) • Credits with advance payment, revolving, transferable, back-to-back structures • Amendments, presentation and other transaction steps • Discounting, pre-payments, synthetic credits |
| | 10:30 - 10:50 | <i>Coffee Break</i> |
| | 10:50 - 12:30 | Standby Letters of Credit and Guarantees |
| | | <ul style="list-style-type: none"> • Definition, use, rules on Standby Credits • Demand Guarantees, types, URDG 758, definitions, main positions, issuance, advising, amendments, non-documentary conditions, presentation of demand and supporting statement, expiry, extend or pay demand, force-majeure, examples related to each topic |
| | 12:30 - 13:30 | <i>Lunch Break</i> |
| | 13:30 - 14:30 | Selected case studies on Documentary Credits and Trade Finance |
| | | <ul style="list-style-type: none"> • Independence of an L/C obligation • Presentation, refusal to honour and SWIFT rules • Discounting of documents under a deferred payment credit • Refusal of confirming bank to pay under a synthetic credit • Pre-export finance under an export L/C, specific requirements for the documents • Pre-export finance under a red-clause L/C • Advancing against a Standby Credit, was the underlying transaction a cycle transaction? • Payment against indemnity |
| | 14:30 - 15:00 | Trade Facilitation Programme of the EBRD |
| | | <ul style="list-style-type: none"> • Guarantees of EBRD on behalf of banks under trade finance instruments • Revolving cash advances to banks to finance trade • Examples of transactions |
| | 15:00 - 15:20 | <i>Coffee Break</i> |
| | 15:20 - 16:00 | Conflict management <ul style="list-style-type: none"> • How to solve conflicts at different hierarchical levels, e.g. your owner, boss, staff. Win/win Situations. Your role as a mediator, leader, manager • Participant cases |
| | 16:00 - 16:50 | Management skills case study |
| | 16:50 - 17:00 | Feedback and Daily Takeaways |
| | 19:00 - 22:00 | <i>Group Dinner</i> |
| Thursday 9 November | 09:00 - 10:30 | International Trade Partner Selection & Credit Risk <ul style="list-style-type: none"> • The risk landscape in international trade • Focus on supply chain credit risk • Credit reporting, rating and business intelligence services, • Credit insurance and ECAs |
| | 10:30 - 12:30 | <i>Coffee Break</i> |
| | 10:50 - 12:30 | Fintech & Trade Finance <ul style="list-style-type: none"> • From Bolero and BPOs to alternative clean payment platforms, crypto-currencies and block chain; • Practical use cases for block chain applications in international trade |
| | 12:30 - 13:30 | <i>Lunch Break</i> |
| | 13:30 - 15:30 | Mr John Gillies, Senior Adviser, Strategic Planning and Partnerships, International Trade Centre |
| | 15:30 - 15:50 | <i>Coffee Break</i> |
| | 15:50 - 16:50 | Ms Kaori Ishimaru, Principal, Advice for Small Business, EBRD |
| | 16:50 - 17:00 | Feedback and Daily Takeaways |

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| Friday 10 November | 09:00 - 11:00 | Trade Financing Instruments for SMEs <ul style="list-style-type: none"> • Overflow from previous days' hard skills units • Documentary transactions pre/post financing • Supply chain credit and factoring • Additional participant cases / presentations |
| | 11:00 - 11:20 | <i>Coffee Break</i> |
| | 11:20 - 12:30 | Negotiation Skills <ul style="list-style-type: none"> • Negotiation skills: Negotiating a major equipment finance deal with the EBRD • Participant cases |
| | 12:30 - 13:00 | Wrap Up, Evaluations and Closing Ceremony |