



ASSOCIATION FOR  
FINANCIAL  
PROFESSIONALS

# AFP<sup>®</sup> TRAINING

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TRAINING COURSE CATALOG



AFP's training courses are led by expert instructors who offer strategies, tools and methodologies to keep you abreast of the trends in this rapidly changing environment. The seminars cover an array of topics for every level of finance professional. Topics ranging from excel analytics and payments to cash and FP&A will deepen your knowledge base, build new skills, and provide certification exam preparation.

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CORPORATE FINANCE  
SEMINARS

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## Advanced Financial Statement and Credit Analysis

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### DESCRIPTION

Financial statement and credit analysis involves assessing the profitability and risk of the firm in the recent past, using analytical tools and forecasting its expected future profitability and risk, incorporating information about expected economic and strategic changes.

Problems in analyzing financial statement range from legitimate adjustments within GAAP guidelines to more “creative accounting” methods that are designed to actively mislead investors or hide financial discrepancies. This session outlines a 6-step process to be used in advanced financial analysis.

Participants will gain an understanding of the economic characteristics and current conditions of a firm’s businesses, and the particular strategies the firm selects to compete in each of these businesses. Learn how well the firm’s financial statements reflect the economic effects of the firm’s decisions and actions. Following a case review, the session discusses deceptive accounting practices and the mechanics of how financial accounting statements might provide an inaccurate picture of a company’s financial health.

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### LEARNING OBJECTIVES

- ▶ Evaluate the benefits and advantages of various valuation methods
- ▶ Assess a firm’s profitability by using financial statements, ratios and other analytical tools
- ▶ Examine key aspects of a financial statement and learn to identify missing or incongruent information.

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## Basics of Valuation: How to Determine the Value of Anything

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### DESCRIPTION

Valuing assets, projects, investments or just different alternatives can be daunting even though it is a major responsibility for many in FP&A. There are three general approaches to valuation; discounted cash flow (DCF), relative (multiples), and contingent claim.

While these approaches can yield different estimates of value, this workshop will explain the reasons for such differences and provide a way of determining how to select the right model for a specific task. This workshop will also help develop clear guidelines

for the valuation process and introduce time-tested models which can be utilized by the FP&A.

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### LEARNING OBJECTIVES

- ▶ Discuss the basics of valuation models
- ▶ Understand how to apply DCF and free cash models to both equity and the entire enterprise
- ▶ Understand how to apply relative valuation (multiples) models to both equity and the entire enterprise
- ▶ Understand option pricing models and their impact on valuation

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## Supply Chain Finance

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### DESCRIPTION

Today’s markets dictate that the supply chain manager and the chief financial officer have a thorough understanding of the value of supply chain and what it contributes to an organization’s bottom line. Using case studies and interviews with supply chain and financial experts, financial and supply chain managers will achieve a strategic advantage through effective supply chain management.

Topics covered include, supply chain management techniques, long, medium, short-term decisions, an introduction to the SCOR® model, working capital and cash to cash cycle time, and supply chain finance instruments and the role of banks.

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### LEARNING OBJECTIVES

- ▶ Learn the priorities of supply chain managers
- ▶ Have an understanding of key supply chain finance terms
- ▶ Learn practices to link supply chain operations with corporate financial performance
- ▶ Know how to measure the value of supply chain management
- ▶ Become familiar with working capital and cash to cash ratios
- ▶ Understand the various instruments used to finance the supply chain operations and what banks are currently offering

A photograph showing a person's hands holding a tablet computer in a meeting setting. The person is wearing a dark suit jacket. In the background, other people are seated at a table, with their hands resting on papers and laptops. The scene is brightly lit, suggesting an indoor office or conference room environment. A semi-transparent orange banner is overlaid at the bottom of the image, containing the text "FINANCIAL PLANNING & ANALYSIS SEMINARS".

FINANCIAL PLANNING &  
ANALYSIS SEMINARS

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## Capital Budgeting: Processes, Tools & Techniques

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### DESCRIPTION

This advanced course is geared toward those whose job functions include financial planning and analysis and capital budgeting decisions. Key concepts in capital budgeting including value optimization decision making perspectives, cash flow analysis, and decision tools used to evaluate cash flows associated with capital projects are examined. Attendees benefit from a dynamic and interactive session with application activities to apply the lessons learned and self-assessments.

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### LEARNING OBJECTIVES

- ▶ Examine the role, purpose, and general logic of a systematic capital budgeting process
- ▶ Describe, discuss, analyze, and apply a systematic approach for determining cash flows relevant to a capital budgeting analysis
- ▶ Identify and apply key decision tools (such as NPV, IRR, payback and discounted payback period) and analyze key criteria for completing a capital budgeting analysis of cash flows
- ▶ Discuss key terminology, challenges, and implications of capital budgeting analysis

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## Corporate Financial Planning & Analysis Exam Preparation

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### DESCRIPTION

The Certified Corporate FP&A Professional Review Course covers the five knowledge domains that are tested on the Certified Corporate FP&A Professional Exam. Candidates, who are well along in their study of the AFP FP&A Learning System, will receive comprehensive preparation of all topics they will encounter on the exam. This course includes case study exercises not available anywhere else.

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### LEARNING OBJECTIVES

Participants who successfully complete this course can confidently assume FP&A responsibilities in their organization and will learn how to:

- ▶ Gather qualitative and quantitative information on factors affecting the financial performance of the organization
- ▶ Analyze data and relevant facts, consolidate and convey insight to support decision makers and other stakeholders

- ▶ Assess and adapt their processes to changes in the business environment
- ▶ Build financial projections and forecasts to provide actionable intelligence for decision makers within the organization
- ▶ Use technology and software to perform key financial planning and analysis functions
- ▶ Understand and abide by professional conduct standards
- ▶ Understand the entire decision support process technology as a cost effective analytical alternative

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## Developing an Effective Predictive Business Analytics Capability

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### DESCRIPTION

Predictive business analytics is the next competitive edge driving business decisions and actions. Businesses are expected to possess the tools, processes, and capabilities to implement and utilize past performance in order to gain forward-looking insight. Organizations are seeking better processes and tools to ensure that the right people have the right information at the right time, to make smarter decisions. For years, organizations have sought to develop and deploy an effective process to capture and filter forward-looking measures that enable it to understand significant patterns, relationships, and trends in order to facilitate better and more insightful decisions.

By defining the framework and building the business case for developing an effective predictive analytics model, this course promotes clarity and ensure that the application of predictive business analytics is relevant to all financial functions. Explore practical case examples and identify “take-away” ideas and actions from leading businesses who have successfully implemented these analytical processes.

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### LEARNING OBJECTIVES

- ▶ Design and develop an effective predictive business analytics capability with a high performing team
- ▶ Effectively select KPIs and ensure their relevance and alignment to strategies and operating plans
- ▶ Combine current financial techniques such as budgeting and forecasting
- ▶ Integrate with current reporting tools
- ▶ Improve reporting and analysis process and increase staff productivity

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## Effective Communications Skills for Finance Professionals

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### DESCRIPTION

Communication skills are vital to a financial professional's business success. One study estimates that 85 percent of success in business is determined by communication skills, and employers rank "verbal communication skills" as the most important skill necessary to do the job well. This seminar provides strategies and tools that can be immediately applied, including how to create a communication skills development plan. Learn how to effectively communicate through both written and verbal financial presentations.

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### LEARNING OBJECTIVES

- ▶ Understand how to determine the optimal level of detail to provide for your audience
- ▶ Develop techniques to improve active listening skills
- ▶ Learn best practices for presenting financials and other numbers
- ▶ Assess impact of varying tones and attitudes

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## FP&A's Role in Business Strategy

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### DESCRIPTION

This course introduces the need for thoughtfully developing decision support analytics with a deep understanding of the economic underpinnings as well as organization's financial history. It also provides insight into linking analytics to KPIs for effectively communication to decision makers balancing good governance and enterprise risk mitigation keeping the strategic vision in focus.

Learn the tools, techniques and hands-on experience for developing FP&A lead playbooks such that organizational agility is organically developed for both sustained economic value creation and business continuity.

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### LEARNING OBJECTIVES

- ▶ Outline lessons from FP&A tool kit such as KPIs and sensitivity analysis for developing playbooks
- ▶ Understand the natural end game of strategic choices and execution
- ▶ Analyze lessons learned from the sub-prime crisis and exploring different economic end games assuming banks made different choices

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## FP&A Essentials Series

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### DESCRIPTION

The financial planning & analysis profession has experienced rapid growth over the past decade and there is a significant amount of knowledge required to perform at the highest level. Finance professionals who are able to transform data into actionable knowledge are in demand. In this five-part seminar series, explore key topics in FP&A that will help you excel in your job and drive the organization's future growth.

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### LEARNING OBJECTIVES

- ▶ Address the way the strategic value proposition interacts with the specifics of the organization
- ▶ Learn about the factors that influence product demand and pricing, types of cost, cost allocation, and cost-volume-profit analysis
- ▶ Determine the crucial aspects and analyzing information
- ▶ Discover what is needed to assemble data and build forecasts that drive the various functions in an organization
- ▶ Learn how to interpret and use financial projections
- ▶ Review best practices and understand how to use relative, absolute and mixed references

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## Financial Data Analysis and Decision Making

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### DESCRIPTION

The ability to apply critical thinking techniques to financial data analysis is an integral skill for today's Treasury and Finance Professionals. Presenting those key findings to improve value-added decision-making is also crucial. Topics covered include: Critical thinking and its importance to decision-making, a review of different methods utilized in the problem solving process, summaries of value-added financial data analysis, and identification of trends and "stories" in the data important for improved decision-making.

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### LEARNING OBJECTIVES

- ▶ Recognize the risk of sub-optimization and the unique role of individuals and groups within a system.
- ▶ Identify trends within data to formulate plans for potential actions
- ▶ Learn to professionally present data analysis and prepare a properly formatted report that clearly communicates key message about financial numbers and analysis

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## Financial Modeling: Building a Modeling Culture

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### DESCRIPTION

Financial professionals build models so frequently that they rarely think of them as a process or means of communication to be actively managed. It is often taken for granted that they create a language that is spoken every day in as part of work in decision-making, simulations, representation, and forecasting. This course advocates for financial professional to create a culture where models are developed and deployed in a way that makes them useful, shareable, and sustainable across the organization.

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### LEARNING OBJECTIVES

- ▶ Understand why the modeling process should be durable and long lasting
- ▶ Learn how models can be more shareable – designed for ease of communication and ability for ownership to be transferred
- ▶ Learn tips to ensure your models meet their objectives

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## Financial Modeling: Techniques & Best Practices

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### DESCRIPTION

Financial professionals are frequently tasked with creating effective models that are accurate and dynamic. The power of a financial model comes from the ability to change the inputs and analyze the impact on outputs. This course introduces the key techniques and best practices for building financial models that facilitate a rational and rigorous decision-making process. Through hands-on examples in Excel, participants will build from the scratch financial models that produce baseline and dynamic outputs in response to changes in real world scenarios. Examples and illustrations will utilize financial and treasury applications

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### LEARNING OBJECTIVES

- ▶ Define, collect, and validate data that is needed to complete a task
- ▶ Evaluate and build financial models that produce baseline and dynamic outputs in response to changes
- ▶ Analyze the outputs, conduct sensitivity/scenario/simulation analysis and make recommendations
- ▶ Use financial models and theory to address problems in the planning and analysis process

*“It was the most informative and hands-on training class I have ever taken. The examples and handouts were extremely helpful. I will be able to implement the training immediately.”*

– Kevin Smith, CTP, Cash Manager,  
Onieda Indian Nation

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## Integrating Rolling Forecasts

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### DESCRIPTION

Economic uncertainty, increased dissatisfaction with traditional budgeting and forecasting processes and the notion of financial executives as strategic partners in the organization have led to a search for more flexible and robust methods for forecasting an organization's financial position. A solution: integrated rolling forecasts.

In this seminar, learn what problems rolling forecasts address and how they drive financial and organizational transformation. Develop strategies to determine which levels of integration are appropriate for your organization and gain practical skills for initiating and managing an integration project. See how developing and supporting a fully integrated forecasting process can make a global organization more flexible, responsive, innovative, cost-effective and customer-focused.

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### LEARNING OBJECTIVES

- ▶ Examine an integrated rolling forecast and understand the incremental capabilities it has that organizations typically lack
- ▶ Learn how the process supports scenario planning and enables organizations to simultaneously evaluate the impact of decisions on segment profitability, cash flow, income / value added tax, foreign currency, working capital, inventory and project ROI
- ▶ Understand how the process exposes risks in supply chains, product, customer and project investment portfolios
- ▶ Learn how these incremental capabilities address issues that undermine the effectiveness of, and value realized from, investments in ERP, business intelligence, enterprise performance management and sales & operations planning
- ▶ Determine how these breakthrough improvements provide the means to create significant and specific sources of value

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## Painting with Numbers: A Different Perspective on the Craft, and the Art, of Presenting Numbers

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### DESCRIPTION

How well you communicate is critical to your effectiveness and your success as a professional, and make no mistake about it: presenting numerical information is communicating, just like writing and speaking. This interactive and entertaining workshop offers both a different perspective on, and practical suggestions for, presenting effectively all those numbers so critical to an FP&A professional's job.

Just as with writing and speaking, communicating numbers requires awareness and skill at three levels:

- ▶ Knowing the rules – yes, there is a grammar to presenting numbers!
- ▶ Having a sense of narrative flow – remember that you are telling a story.
- ▶ Showing respect to your audience, and earning theirs – the credibility of the information you're presenting and your personal credibility are deeply intertwined.

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### LEARNING OBJECTIVES

- ▶ Learn to present numbers to any audience in a way that is clear, concise, stylish, and – most of all – effective
- ▶ Capitalize on the parallels between presenting numerical information effectively and writing or speaking articulately and eloquently
- ▶ Determine the appropriate use of tables, graphs, metrics, and tools for developing and presenting information

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## Using Balanced Scorecards and KPIs to Drive Strategy

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### DESCRIPTION

This seminar explores organizational strategy development to measure and manage key performance indicators and balanced scorecards in a focused manner. FP&A driven budgeting, forecasting and analysis integrated with KPIs for real-time industry and economy relevant decision making will be explored. In addition to concepts and analytical learning, this session introduces a web-based open source technology devoid of licensing and capable of integrating into any financial technology environment to drive web-enabled analytics. Learn tools, techniques and hands-on experience for developing FP&A lead balanced KPIs so organizational agility is organically developed for both sustained economic value creation and sound decision making.

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### LEARNING OBJECTIVES

- ▶ Provide a blueprint for the concepts of Balanced Scorecards and Key Performance Indicators
- ▶ Provide a check list for developing KPIs taking into consideration the underlying industry and economic realities
- ▶ Understand the tools and methodologies to analyze KPIs to provide organizational decision support
- ▶ Understand the value of web-enabled KPIs and analytics for real-time decision making
- ▶ Understand the methodology for integrating open source



PAYMENTS  
SEMINARS

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## Mobile Payments

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### DESCRIPTION

This course provides participants with a full understanding of the mobile landscape. Covered are the evolution of mobile technologies, the different mobile payments models and the impact of payments rules and regulations (Durbin) on mobile payments. Participants learn to assess their organizations functionality needs and determine which approaches are right for them.

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### LEARNING OBJECTIVES

- ▶ Understand how mobile payments fit within the overall payments framework
- ▶ Review existing mobile payment technologies including near field communication (NFC) and the cloud
- ▶ Examine mobile payments' impact on the point of sale (POS)
- ▶ Explore different alternatives and approaches for using mobile technologies in consumer payment

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## Purchasing Cards (P-Cards)

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### DESCRIPTION

Purchasing cards are a lesser-known card product that has established a stronghold in the procure-to-pay process, and when implemented correctly, results in significant cost savings. This seminar provides foundational knowledge of several key purchasing card topics including commercial card options (T & E, P-Card or Single Use Accounts), procure-to-pay metrics, effects of P-Card on P-to-P metrics, and trends in spend and payment terms with a P-Card. The seminar also covers the stages of implementing and maintaining a P-Card program including provider selection, services and tools, financial system integration, and vendor management. Additionally, attendees will evaluate the effects of a P-Card program on working capital and cash flows.

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### LEARNING OBJECTIVES

- ▶ Understand the procure-to-pay process, before and after P-card implementation to enterprise finance, including working capital and DPO (Days Payable Outstanding)
- ▶ Gain knowledge of other commercial card offerings, including ghost cards, travel, single-use accounts and declining balance cards

- ▶ Understand the process of determining necessary program features, administration and management
- ▶ Learn to work with suppliers to ensure a high-rate of P-card acceptance

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## Payments for Retailers

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### DESCRIPTION

The world of payments for retailers transcends the credit and debit card now. Retailers must be exponentially more knowledgeable about the new offerings – gift cards, refund/merchandise credit cards, loyalty integration and those associated regulations. Add to the mix the recent foray into retail POS by PayPal and the venerable BillMeLater and you've got a "Brave New World" of payments. Finally, the industry gets turned upside-down with the advent of mobile wallets a la Google, Isis and Apple's iTunes wallets, all requiring merchant NFC hardware integration. Where to start? How to implement? How to make the business case? All of these questions (and more) will be answered in this comprehensive, information- packed workshop.

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### LEARNING OBJECTIVES

- ▶ Explore how bankcard fees are calculated and what are the variables that can and cannot be managed by retailers to impact this cost.
- ▶ Discuss interchange, assessment, network access fees, etc.
- ▶ Learn to calculate and estimate total cost of payments based on a theoretical merchant and consumer profile
- ▶ Understand and explore the Automated Clearing House (ACH)
- ▶ Review and discuss mobile based solutions
- ▶ Learn how to "dissect" new payment alternatives and be able to quickly understand their business models to assess if it (the alternative) delivers a good value proposition to the Retailer.

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## Payments Fraud and Cybercrime

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### DESCRIPTION

Payments fraud has been a significant problem for companies of all size for many years and the growing incidence of cybercrime makes the problem even greater. This workshop provides participants an overview of the basic types of payments fraud and discuss practices in fraud prevention and control. The session also discusses the growing incidence of cybercrime and account takeover and present best practices in dealing with the problem. Additionally, guidance will be provided on what to do when, not if, payments fraud and cybercrime occur.

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### LEARNING OBJECTIVES

- ▶ Understand the types of payment fraud to which they may be exposed,
- ▶ Analyze the elements of cybercrime and account takeover
- ▶ Review and understand best practices in managing the risk of payments fraud and cybercrime
- ▶ Determine what steps to take after an attack has occurred.

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## Payments: Systems and Processes

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### DESCRIPTION

This course provides an understanding of payment systems and processes from the corporate treasury management perspective. ACH, wire, card and alternative payment processes will be covered from origination to settlement for business-to-business and business to consumer applications. The terms and associated Rules & Regulations for the most popular payments options will be covered. This seminar offers high-level value for all attendees who would like to learn more about the current payments environment.

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### LEARNING OBJECTIVES

- ▶ Recognize the most popular types of non-paper-based payment instruments, their formats and mechanisms
- ▶ Identify how each payment type is originated

*“The seminars are eminently worthwhile, and thanks in large part to these and other educational forums, we re-engineered the entire procure to pay process to great effect and completely revamped the treasury management system.”*

*- Bill Wiser, Controller, Church Communities*

and settled and the participants involved

- ▶ Consider speed, finality, remittance data, transaction costs, limitations and risk when selecting payment mechanisms

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## WEBINARS

Webinars are a quick and great way to stay informed on the most topical issues affecting treasury and finance professionals. Log-in from your desk and get the latest perspective from other practitioners on a wide variety of topics.

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RISK MANAGEMENT  
SEMINARS

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## Enterprise Risk Management

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### DESCRIPTION

The level of interest in enterprise risk management (ERM) has never been greater. The global financial crisis has brought on a new age of uncertainty. Organizations across all industries are reexamining their risk management practices to identify and address key weaknesses. Key stakeholders are also increasing their expectations and requirements and numerous surveys indicate that risk management has become the top agenda item for corporate boards. Regulators have increased their examination and disclosure requirements. This course will focus on how companies can realize significant and tangible value by integrating ERM into their strategic, business, and financial management processes.

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### LEARNING OBJECTIVES

- ▶ Establish a strong business case for ERM and overcome organizational barriers
- ▶ Develop a practical ERM framework and implementation plan
- ▶ Implement and integrate ERM into strategic and business decisions
- ▶ Establish effective risk management policies and explicit risk tolerance levels
- ▶ Develop effective dashboard reporting for senior management and the board
- ▶ Create an effective feedback loop for ERM performance

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## Financial Risk Management

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### DESCRIPTION

Financial and treasury professionals are challenged to manage financial risks (interest rate risk, FX risk, equity risk, liquidity risk, and credit risk) at their firms. This seminar will review the key trends and developments in financial risk including:

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### LEARNING OBJECTIVES

- ▶ Discuss risk analytics, risk assessments, key risk indicators, value-at-risk and economic capital models
- ▶ Review risk management policies, including the development of risk tolerance levels; risk governance, including the role of the board vs. management
- ▶ Analyze the role of financial risk within an overall enterprise risk management (ERM) framework
- ▶ Discuss expected benefits, performance metrics,

and feedback loops for effective risk management

- ▶ Summarize lessons learned from the global financial crisis

*“This was my first seminar from AFP and I enjoyed it very much. The topic was very relevant to my everyday job function and I am looking forward to learning more about different AFP offerings.”*

- Amie Beard, Financial Analyst, Verizon

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## Key Concepts in Foreign Exchange Exposure Management

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### DESCRIPTION

This course is designed for individuals who have added foreign exchange exposure management to their responsibilities, individuals cross training for these responsibilities, and those whose company may be contemplating implementation of a currency hedging program. This course will focus on the a best in class FX hedge program: review accounting and economic currency exposure sources, valuation basics and application of forwards and options, implications and requirements of derivative accounting (GAAP) and reporting on program performance to management.

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### LEARNING OBJECTIVES

- ▶ Understand the interaction of currency exposure and accounting
- ▶ Review fundamentals of derivative valuations from both market and reporting perspectives
- ▶ Provide the know how to dissect currency gains & losses
- ▶ Tie hedge objectives to performance reporting

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# Interest Rate Risk Management

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## DESCRIPTION

Although the vast majority of commercial borrowers have enjoyed low and stable interest rates over recent years, this phase of the economic cycle inevitably ends. At some point, interest rates will rise. With proven risk management tools at the disposal of treasury and finance managers, there's little justification for a company to be unprepared. This seminar teaches finance professionals the tools available for managing interest rate risks and how to manage strategy in order to achieve a variety of interest rate objectives.

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## LEARNING OBJECTIVES

- ▶ Establish an effective governance structure and policy for interest rate risk
- ▶ Understand the analytical models and their applications
- ▶ Develop risk management and hedging strategies
- ▶ Design effective board and management reports

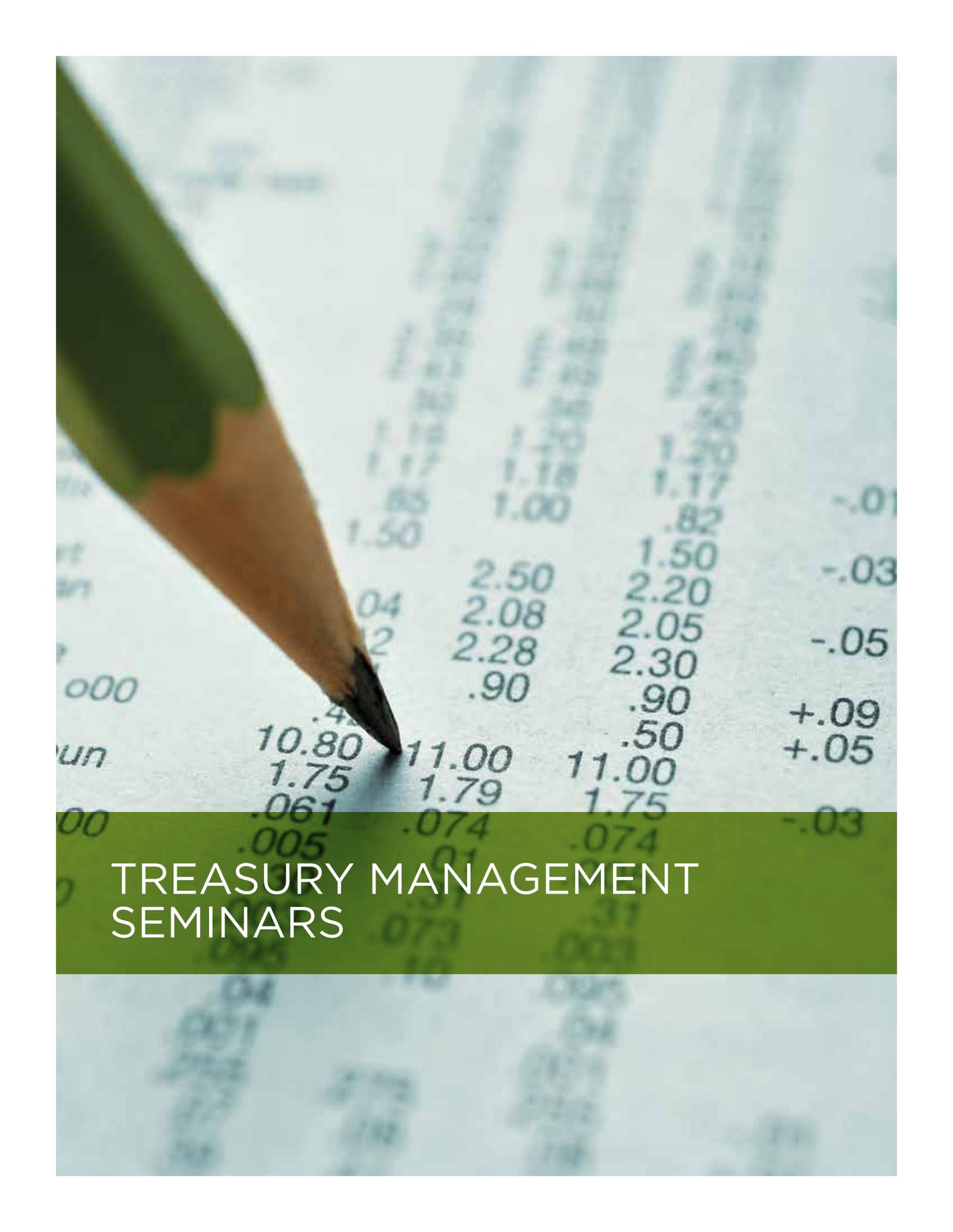
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## ON-DEMAND TRAINING

On-demand training offers a convenient way to stay current in the most pressing topics. Sessions may include recordings of past virtual seminars, webinars and presentations from previous AFP Annual Conference Sessions.

Learn more.

[www.AFPonline.org/Training](http://www.AFPonline.org/Training)

A green pencil with a sharpened tip is positioned diagonally across the frame, pointing towards the bottom right. The background is a blurred financial document with columns of numbers. A semi-transparent green horizontal bar is overlaid at the bottom, containing the text 'TREASURY MANAGEMENT SEMINARS' in white, uppercase letters.

TREASURY MANAGEMENT  
SEMINARS

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## Account Analysis and Billing Statement

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### DESCRIPTION

This two part course will take an in depth look at all there is to know about the US analysis and billing statement. This is the monthly statement that commercial accounts receive detailing all aspects of their deposit accounts performance – along with the bill. All the elements that revolve around balances, services, earnings credits and current regulations will be discussed along with the many techniques you can use to maximize your deposit account performance and lower your monthly fees.

**PART I** concentrates on the structure and elements of analysis and billing: history, rates, prices, balances, services and the compensation section.

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### LEARNING OBJECTIVES

- ▶ Learn the history of the classic US analysis statement
- ▶ Learn about all the statement piece parts and their functions
- ▶ Learn about the rates used in the statement
- ▶ Learn how all the parts come together in the compensation section

**PART II** is an intermediate level course that concentrates on those elements that have significant effect on the fees you pay such as regulation, legislation, economic trends, negotiation and the BSB Global statement and AFP codes.

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### LEARNING OBJECTIVES

- ▶ Learn those topics that have a significant effect on the fees you pay
- ▶ Learn how to use electronic statements and the AFP codes
- ▶ Learn about the new global analysis statement – the BSB
- ▶ Learn the keys to success in maximizing deposit account relationships

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## Advanced Cash Flow Forecasting

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### STATISTICAL TECHNIQUES

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#### DESCRIPTION

Statistical techniques provide extremely helpful tools for forecasting future cash flows. This seminar uses practical examples to show how various statistical methods can be used to forecast components of the cash budget. The advantages and disadvantages of each technique are discussed. The majority of the seminar covers the practical application of statistical methods using Excel; interpretation of the results is emphasized.

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#### LEARNING OBJECTIVES

- ▶ Apply univariate statistics to forecast cash flow components
- ▶ Use time-series methods and smoothing techniques to forecast
- ▶ Apply regression analysis to forecast components of the cash budget
- ▶ Learn how to assess the adequacy of the cash flow forecast

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### MONTE CARLO METHODS

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#### DESCRIPTION

Monte Carlo methods are invaluable resources to evaluate a range of possible outcomes for those forecasting business activities. Through a variety of examples and demonstrations, this course helps attendees to apply Monte Carlo methods to cash flow forecasting problems such as mixing forecasts, non-normal cash flow distributions and multi-period forecasting and execute Monte Carlo models as a Microsoft Excel spreadsheet using a third party add-in. The benefits and challenges to this method of forecasting are addressed.

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#### LEARNING OBJECTIVES

- ▶ Understand the use of Monte Carlo simulation including random number generations, distribution fitting, drawing observations and interpretation of results
- ▶ Apply Monte Carlo methods to problems such as simulating cash flow statements, finding optimal order quantities, forecasting exchange rates, etc.
- ▶ Know how to execute Monte Carlo models through Microsoft Excel spreadsheet using a third party add-in
- ▶ Understand the pitfalls and limitations of Monte Carlo techniques

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## Advanced International Cash Management

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### DESCRIPTION

Never has it been more important for companies to manage their working capital and overcome the challenges of managing global liquidity. This series of three highly interactive workshops are designed to introduce participants to the tools and techniques of international cash management.

#### **PART 1:** Managing Risk & International Payments Systems

- There comes a point when the volume of foreign currency denominated business can be more efficiently handled by maintain accounts in those currencies. Here, examine the available options in terms of when to open an account and where to domicile it.
- Also discuss the risks associated with doing business internationally and the tools are available to the treasurer.

#### **PART 2:** International Cash Management Tools

- Now that you have accounts in foreign currencies in different parts of the world, one of the biggest challenges is how to use these pools of liquidity efficiently. Here we will consider the many ways in which treasury can optimize liquidity. Both internal and external liquidity management tools are reviewed.

#### **PART 3:** Advanced Liquidity Management

- This is where it all comes together – how to implement a structure that will manage global cash and liquidity. Here we examine the banking options that are currently available and discusses the advantages and disadvantages of each.

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### LEARNING OBJECTIVES

- ▶ Examine and differentiate the different types of risk associated with doing business internationally including country risk, commodity risk and learn the tools for managing risk
- ▶ Understand why foreign currency and multicurrency accounts are needed, when to open one and where to hold the FCY account
- ▶ Explore both internal and external liquidity management tools
- ▶ Understand the legal and regulatory issues involved with international cash management
- ▶ Review the various banking structures and how to select appropriate banking partners

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## Advanced Liquidity Management

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### DESCRIPTION

As a business grows internationally there is a point at which it becomes necessary to open and hold foreign currency accounts, the question is then when and where? The workshop examines the various options and looks at the tools available to treasury to organize itself in the most efficient manner for cross-border liquidity management.

The final challenge becomes one of putting in place a banking structure for managing global cash efficiently and understanding the various tools for optimizing cross-border liquidity such as netting and cash pooling. The workshop examines the options available to treasury and the considerations when selecting appropriate banking partners. Examples are provided throughout of how different types of company manage their global liquidity and ends in a practical case study in which participants will be asked to design an appropriate account structure.

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### LEARNING OBJECTIVES

- ▶ Identify when it is appropriate to open foreign currency accounts and where to hold them
- ▶ Learn about the SWIFT tools for managing overseas FCY accounts
- ▶ Understand the tools available for managing cross-border liquidity
- ▶ Review the options available in terms of treasury and banking structure
- ▶ Put the concepts into practice with a case study

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## eBAM & Managing Banking Partners in a Post-Bailout World

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### DESCRIPTION

This seminar focuses on establishing and maintaining effective controls internally and with banking partners. Gain a complete understanding of the tactical requirements for maintaining relationships and broaden your perception to include a more holistic vision of how your partners can serve the company regardless of the environment. Assess current domestic regulatory and compliance landscape. Evaluate various international regulatory requirements and identify the challenges faced in building a global banking scheme. Review the SWIFT corporate access model, delving into the impact of eBAM on establishing solid controls.

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### LEARNING OBJECTIVES

- ▶ Develop a holistic view of bank relationships
- ▶ Discuss tactical requirements for maintaining effective controls around bank accounts
- ▶ Differentiate methods of monitoring and reducing costs
- ▶ Review effective bank account management processes

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## Cash Flow Forecasting Techniques

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### DESCRIPTION

A famous scientist once said “the only problem with prediction is that it is about the future”. No one understands this better than the treasury professional charged with the critical responsibility of predicting their company’s future cash positions, which drive corporate liquidity levels, fund the operating cycle and support capital investment decisions. Performing these forecasts and interpreting variances with any degree of confidence demands solid, competency-based skills, which is the focus of this in-depth, facilitator-led course. The format includes a combination of lecture and practical “hands-on” applications of a number of cash flow forecasting techniques practiced by treasury professionals.

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### LEARNING OBJECTIVES

- ▶ Apply “how to” techniques for forecasting individual cash flow line items
- ▶ Learn statistical techniques for dealing with cash flow uncertainties; both on-going and one-time events
- ▶ Investigate techniques for both predicting the year-end cash balance and reconciling it to the short-term cash forecast
- ▶ Explore how to perform and interpret cash forecast variance analyses

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## Cash Management Fundamentals

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### DESCRIPTION

This interactive seminar is guaranteed to lay the foundation for a complete understanding of corporate cash management. Starting with the cash conversion cycle, the course explores how cash flows in and out of a company and how liquidity levels can be managed. Using case studies and real world examples, attendees learn how the concepts and practices are applied to real-life scenarios.

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### LEARNING OBJECTIVES

- ▶ Recognize key concepts, terminology, goals and tools used in the management of corporate cash
- ▶ Examine the cash conversion and operating cycles of a company and methods used to forecast cash flows
- ▶ Identify objectives and methods used to collect receipts quickly and control disbursements
- ▶ Identify basic borrowing and investment techniques used to ensure adequate liquidity
- ▶ Explore fundamental techniques specific to cross-border cash management
- ▶ Define interest rate and exchange rate risk and review instruments used to manage financial risk
- ▶ Identify methods used to compensate financial institutions and understand the account analysis statement

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## Certified Treasury Professional Exam Preparation

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### DESCRIPTION

AFP's CTP Exam Intensive Review course is a four part review of the concepts and challenging calculations presented in the body of knowledge upon which the CTP exam is based. You'll join other professionals focused on CTP exam preparation and learn test-taking tips that will help you succeed. This fast-moving program is intended for those who are well into their exam preparation studies and are registered to take the CTP exam.

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### LEARNING OBJECTIVES

- ▶ Understand and review key topic areas in the *Essentials of Treasury Management*, which include: financial accounting, financial planning and analysis, working capital management, working capital tools, cash management and forecasting, payment systems, collections & disbursements, and money markets, short-term investing, borrowing, financial risk management, capital markets, financial decisions and management, and capital structure & dividend policy.
- ▶ Understand and review the most commonly used formulas in the *Essentials of Treasury Management*
- ▶ Discuss these calculations, alternative solutions for solving a number of calculations, and isolating variables to reduce the number of equations which otherwise must be memorized
- ▶ Understand how the calculations support day-to-day decision making and how to apply this knowledge when taking the CTP exam

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## Decoding Your Analysis Statements

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### DESCRIPTION

Dive into the wealth of information contained in your bank account analysis statements. Participants learn the AFP guidelines for account analysis statements, how electronic statements work, how AFP Service Codes could and should be assigned, and perform their very own cross-bank comparison. Have accounts overseas? Learn how to gain visibility into international bank fees and what the industry is doing to make things better. Participants are encouraged to bring their own account analysis statements to begin building their own cross bank comparison model.

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### LEARNING OBJECTIVES

- ▶ Learn to comprehend account analysis statements
- ▶ Learn the math behind them, how companies can use AFP Service Codes and Global Service Codes to build models for cross bank comparisons
- ▶ Understand the differences in billing logic utilized by many of the largest banks
- ▶ Gain visibility into international bank fees

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## Advanced Excel Spreadsheet Analytics

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### DESCRIPTION

This Advanced Excel Spreadsheet Analytics course will focus on using Visual Basic for Applications (VBA) script to write functions and custom macros. The use of User Forums which control macro events will also be discussed. All examples and illustrations will utilize financial and treasury applications.

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### LEARNING OBJECTIVES

- ▶ Understand the use of the VBA programming language and its relation to Macros
- ▶ Identify the key parts of the Visual Basic Editor
- ▶ Utilize the VBA language to write simple functions and subroutines
- ▶ Debug programs using VB tools

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## Intermediate Excel: Analytical Tools for Finance

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### DESCRIPTION

This course introduces the experienced Excel user to the more advanced data analysis features of the product including functions, macros, pivot tables and the Visual Basic for Applications language. Through hands-on examples, participants will learn to extract business insights from their spreadsheet applications and enhance their analytical capabilities of treasury related applications.

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## LEARNING OBJECTIVES

- ▶ Use intermediate and advanced analytical techniques in Excel
- ▶ Understand various types of quantitative analytical methods in Excel
- ▶ Complete and create vlookup, pivot tables and macros

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## Guide to Effective Escheatment Management

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### DESCRIPTION

This seminar serves as a guide for those who need to understand state unclaimed property requirements and the risks associated with inadequate or inaccurate compliance. Concepts, industry terminology, the types of unclaimed property, and basic compliance obligations are explained.

Attendees learn about effective escheatment management topics, including risk minimization, mitigation and remediation and the framework for creating unclaimed property policies and procedures. Examples of internal compliance organization schemes and the composition of the internal compliance team are given. Further, the realities of state voluntary disclosure programs, unclaimed property audits and non-compliance penalties and interest charges are discussed. Interpretations on current trends, and recently enacted or pending regulation will be provided.

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### LEARNING OBJECTIVES

- ▶ Gain a comprehensive understanding of unclaimed property requirements
- ▶ Acquire up-to-date information about current unclaimed property-related trends, legislation and regulations
- ▶ Understand risk remediation measures and appropriate use of state voluntary disclosure programs
- ▶ Explore the policy/procedures and internal structural elements associated with effective escheatment management
- ▶ Identify the risks posed by inadequate or inaccurate escheatment compliance

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## Mathematics for Finance Professionals

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### DESCRIPTION

This seminar provides an in-depth yet practical approach to understanding the principles and formulas used in investment mathematics. Practical examples will be used as benchmarks for similar on-the-job applications. Cover concepts will be used in fixed-income cash markets such as types of yield, yield spread analysis, and price-yield sensitivity and risk/return measures.

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### LEARNING OBJECTIVES

- ▶ Understand key types of investments
- ▶ Learn the basics of investment mathematics
- ▶ Understand the factors in determining returns
- ▶ Practice examples of calculations

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## Project Management for Treasury and Finance Professionals

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### DESCRIPTION

Due to increasingly constrained resources, treasury and finance professionals are asked to step out of their firm's traditional roles to serve as project managers. This session demystifies the discipline of project management. In this interactive session attendees learn how to manage a project from beginning to end: establish project goals, obtain buy-in from internal and external business partners (stakeholders) establish a project roadmap, ensure project progress, anticipate project turbulence and bring the project to successful completion.

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### LEARNING OBJECTIVES

- ▶ Acquire an understanding of project management
- ▶ Learn about the five phases of project management
- ▶ Understand what each phase's purpose is and when it occurs
- ▶ Define the various participant roles in a project and their purpose
- ▶ Understand how each of these participant roles is critical to achieving a successful outcome
- ▶ Return to the workplace confident in your ability to function in any future project

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## Treasury Management Primer (A Day in the Life of a Treasurer)

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### SEMINAR DESCRIPTION

This seminar explores the world of treasury management and is designed specifically to highlight the role of the Treasurer, Assistant Treasurer and Cash Manager from their point of view. Through engaging interactive activities and case studies, participants will truly “walk a mile” in the shoes of a treasurer.

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### LEARNING OBJECTIVES

Attendees will attain a better understanding of:

- ▶ The day to day functionality and importance of the many traditional roles played by treasury professionals
- ▶ The key external drivers that continue to transform the role of the treasury professional today
- ▶ The critical Treasury Department deliverables as seen through the eyes of senior management and the C-Suite
- ▶ Risk management principles and the methods treasury professionals utilize to avoid, mitigate and/or eliminate risk

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## Treasury Technology and Security Controls

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### DESCRIPTION

Treasury Technology and Security Controls will guide the treasury and finance practitioner through a technology implementation project from the RFP through the final evaluation and assessment. The course will examine the requirements of a technology solution and methods to define and understand criteria. Reasons for upgrading technology will be discussed, including the security and control surrounding payments and elsewhere within the treasury environment.

In this course, participants also learn techniques for assessing the requirements and determining which solution best fits the department, regardless of any resource constraints. Strategies for implementing the solution efficiently while avoiding any common missteps will be reviewed in order to gain a greater understanding of the implementation process.

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### LEARNING OBJECTIVES

- ▶ Understand how to identify and define the technology solution requirements of a treasury department
- ▶ Develop the initial requirements definition exercise into a technology selection project embracing the specific nature of different treasury environments
- ▶ Acquire the fundamentals of project management to deliver a successful implementation of the selected system

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## Understanding Foreign Exchange, International Risk and Payments

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### DESCRIPTION

This highly interactive series of workshops deals with topics that are crucial to the treasurer who will be managing an international treasury.

The starting point is to provide participants with a thorough understanding of the basics of foreign exchange, how to read the rates, apply forward points and perform the currency conversions. This leads into the topic of managing risk and the tools for managing global risks. The session covers not just foreign exchange risk but also commercial and other types of risk.

The final topic is international payments and explains why cross-border payments and collections are still so inefficient and often prone to inexplicable delays and unexpected charges. The session examines how international payments are made and then explores the ways in which payments and collections can be made more efficiently. We will discuss both paper and electronic payments and the new SEPA instruments. You should leave this session with many ideas to explore.

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### LEARNING OBJECTIVES

#### PART 1: Foreign Exchange

- ▶ Learn how to read spot rates and do FX conversions
- ▶ Understand how forward rates are calculated
- ▶ Know how FX swaps are used to manage liquidity
- ▶ Review how FX settlement risk is being eliminated

#### PART 2: International Risk

- ▶ Identify the major areas of additional risk in international business
- ▶ Hear about corporate strategies and tools for managing risk
- ▶ Learn about the newest developments

### **PART 3: International Payments**

- ▶ Learn about the parties and players
- ▶ Evaluate the options for making international and cross-border payments more efficiently
- ▶ Review the new SEPA payment instruments
- ▶ Understand the fees and charges

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## **Working Capital Management**

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### **DESCRIPTION**

Cash flow resulting from changes in working capital is the life blood of the company. Positive working capital allows the company to meet obligations, to grow and to weather financial fluctuations. Cash flow from working capital is most important measure of financial performance for any company. In this forward looking session, attendees will learn: how to become a strategic business partner through the management of global working capital; best practices in the management of working capital; and how to integrate the management of global working capital with cash management and forecasting.

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### **LEARNING OBJECTIVES**

- ▶ Learn the fundamental concepts and structures for the management of global working capital
- ▶ Learn how to integrate the management of global cash with that of working capital
- ▶ Learn how to use knowledge of working capital and cash to improve cash forecasting
- ▶ Learn how to become a strategic partner through the effective management of global working capital

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## Contact Us

Ensure your team has the core competencies needed to succeed with AFP's best-in-class corporate training program in treasury and finance. We offer skills analysis, customized group training and certification exam preparation. Contact **Justin Barch** at [jbarch@AFPonline.org](mailto:jbarch@AFPonline.org) or **301.961.8833** for more information.





### About AFP\*

Headquartered outside Washington, D.C., the Association for Financial Professionals (AFP) is the professional society that represents finance executives globally. AFP established and administers the Certified Treasury Professional and Certified Corporate FP&A Professional credentials, which set standards of excellence in finance. The quarterly AFP Corporate Cash Indicators serve as a bellwether of economic growth. The AFP Annual Conference is the largest networking event for corporate finance professionals in the world.

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