



ASSOCIATION FOR
FINANCIAL
PROFESSIONALS

AFP[®] CORPORATE TRAINING

COURSE CATALOG



TABLE OF CONTENTS

AFP CORPORATE TRAINING OVERVIEW (PG. 3)

FINANCIAL PLANNING & ANALYSIS (FP&A) (PP. 4-11)

Basics of Valuation:
How to Determine the Value of Anything

Capital Budgeting: Basics

Financial Modeling

- ▶ Building a Modeling Culture
 - ▶ Techniques and Best Practices
 - ▶ Top-Line Modeling
-

FP&A's Role in Business Strategy and Decision-Making

Integrating Rolling Forecasts

Improving Forecast Accuracy

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

The Budget: Aligning Capital, Company and Customers

The New Analyst: Essential Skills and Goals for New Corporate Finance Professionals

DIGITAL FINANCE (PP. 12-17)

Financial Analysis I:
Critical Thinking and Decision-Making

Financial Analysis II:
Insights Through Data Analytics

Impact Business with Data Visualization

Leading with and Mastering Data

Leading with and Mastering Data:
A Company Tailored Integrated Program

Stretch Your Analytics to New Levels

TREASURY MANAGEMENT (PP. 18-23)

Advanced Liquidity Management

Blockchain and Distributed Ledger Technology:
Real World Utility and Applications

Cash Management Fundamentals

Decoding Your Analysis Statements

Payments Fraud and Cybercrime

Payments: Systems and Processes

Treasury Management Fundamentals

Treasury Technology and Security Controls

Understanding Foreign Exchange,
International Risk and Payments

Working Capital Management

CAREER SKILLS (PP. 24-29)

Excel Analytics

- ▶ Advanced Cash Flow Forecasting: Statistical Techniques
 - ▶ Advanced Cash Flow Forecasting: Monte Carlo Techniques
 - ▶ Advanced Excel Analytics: VBA Programming
 - ▶ Intermediate Excel: Analytical Tools for Treasury and Finance
-

Effective Communication Skills for Financial Professionals

Foundational Skills

- ▶ A Day in the Life of a Treasurer
 - ▶ FP&A Essentials Series
-

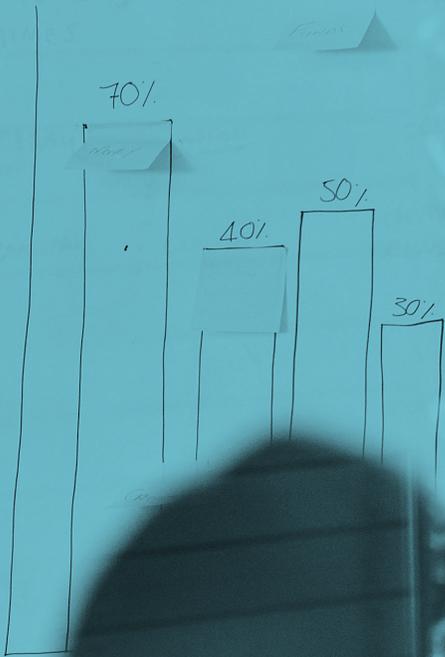
Negotiation Skills for Treasury and Finance Professionals

Project Management for Treasury and Finance

CERTIFICATION EXAM PREPARATION (PP. 30-31)

Certified Corporate FP&A Professional Exam Preparation Review Course

Certified Treasury Professional (CTP) Exam Preparation Review Course



EQUITY

The gold

Loss

BUDGET

REVENUE



AFP CORPORATE TRAINING OVERVIEW

AFP's training courses are led by expert instructors who offer strategies, tools and methodologies to keep you ahead of the trends in this rapidly changing environment. The courses cover an array of topics for every level of financial professional, ranging from Excel analytics and FP&A to treasury management and payments. Deepen your knowledge base, build new skills, and master certification exam preparation with any of our specialized courses.

Customized Course Bundles

We offer the flexibility to customize your curriculum and create bundles that fit your team's specific learning goals. Select any combination of courses from this catalog to create your custom curriculum.

Content Dimensions

Explore how our courses are organized by examining our three Content Dimensions:

■ FINANCIAL ACUMEN

Content in this dimension emphasizes how finance translates corporate business strategy into a financial plan, and supports the enactment of that plan through resource allocation. Additionally, processes discussed focus on generating input and insight through financial analysis, supported by enabling technology.

■ TECHNOLOGY & DATA

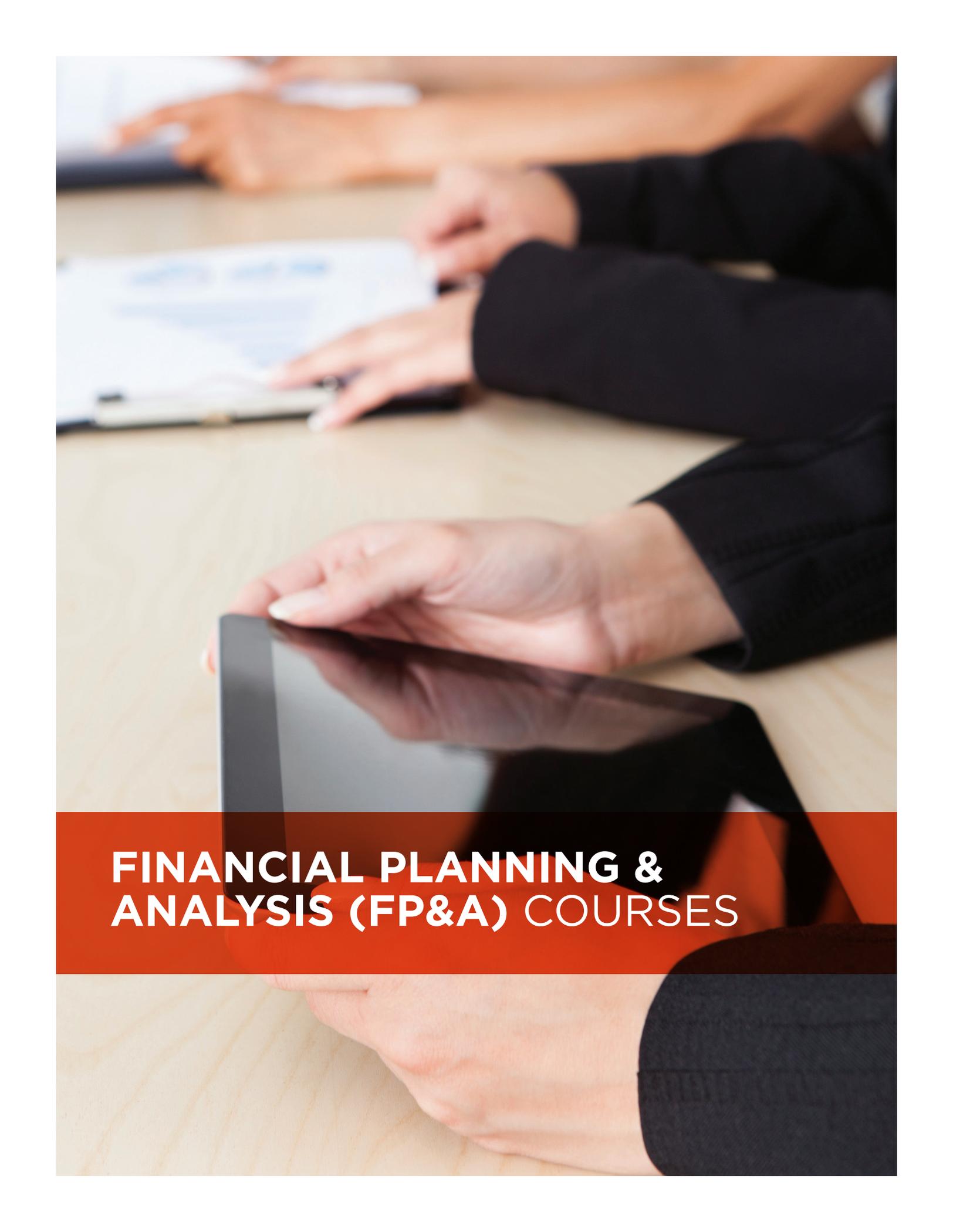
Content in this dimension focuses on how technology enables new capabilities for individuals and teams, and how data is a key economic asset leveraged throughout business analysis and operations. This may include how technological infrastructure of hardware and software impacts the management and utilization of data.

■ PERSONAL & TEAM EFFECTIVENESS

Content in this dimension supports the continued development of finance practitioners as the trusted advisors to the business by building credibility, partnerships and effective communication channels. Practitioners continue to build their digital skill sets, while simultaneously growing in areas of communication and collaboration.

Ready to take your enterprise to the next level?

Reach out to Justin Barch at jbarch@AFPonline.org or 301.961.8833 to learn more and enroll your team.

A photograph showing a close-up of several people's hands in a business meeting. In the foreground, a person's hand is holding a tablet computer. In the background, other hands are visible, some pointing at documents or laptops on a light-colored wooden table. The scene is brightly lit, suggesting an office or conference room environment.

**FINANCIAL PLANNING &
ANALYSIS (FP&A) COURSES**

Basics of Valuation: How to Determine the Value of Anything

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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/models can yield different estimates of value, this course explains the reasons for such differences and provides a way of determining how to select the right model for a specific task. It also helps develop clear guidelines for the valuation process and introduces time-tested models.

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

AGENDA TOPICS

- ▶ Role and approaches to valuation
- ▶ Equity and enterprise cash flows
- ▶ Fundamental models of valuation
- ▶ Ten steps to better valuation

Capital Budgeting: Basics

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

Capital budgeting is a process for evaluating and ranking the investment opportunities of a firm. Capital budgeting is a bottom-up approach that includes project identification, estimating cash flows, quantifying risk and determining if the proposed project adds value to the firm. Successful firms develop a capital budgeting methodology applicable to all levels of the firm, from analyst to CFO.

This course covers the basics of capital budgeting that all business professionals must understand to successfully navigate the complexities of capital expenditures and investment decision-making. Course topics include terminology, time value of money, introductory valuation tools, pro-forma cash flow statement development and analysis presentation. *AFP can offer intermediate and advanced capital budgeting courses at the request of a corporate partner.*

LEARNING OBJECTIVES

- ▶ Understand the impact of capital budgeting on firm value
- ▶ Understand why Albert Einstein said the time value of money is the “most important equation in the history of mankind”
- ▶ Learn to perform modern capital budgeting techniques in Excel
- ▶ Learn to build pro-forma cash flow statements in Excel
- ▶ Learn to prepare a report with assumptions, analyses and recommendations

AGENDA TOPICS

- ▶ What is capital budgeting?
- ▶ Time value of money
- ▶ The capital budgeter’s decision tool box
- ▶ Pro-forma cash flow statements
- ▶ The analyst’s deliverable

Building a Modeling Culture



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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 as part of their work in decision-making, simulations, representations and forecasting. This course advocates for financial professionals to create a culture where models are developed and deployed in a way that makes them useful, shareable and sustainable across the organization.

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 have the ability for ownership to be transferred
- ▶ Discover tips for ensuring your models meet your objectives

AGENDA TOPICS

- ▶ Work environment and business culture
- ▶ Policies, procedures and controls
- ▶ Using consistent data and calculations

Techniques and Best Practices



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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 build from scratch financial models that produce baseline and dynamic outputs in response to changes in real-world scenarios. Examples and illustrations utilize financial and treasury applications.

LEARNING OBJECTIVES

- ▶ Define, collect and validate data 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

AGENDA TOPICS

- ▶ Identify and define business problems
- ▶ Choose and build models
- ▶ Break-even/sensitivity/scenario/simulation analysis
- ▶ Make conclusions and recommendations

Financial Modeling

Top-Line Modeling



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

Financial professionals are frequently tasked with creating effective models that are accurate and dynamic. Top-line modeling, or “revenue modeling,” brings a specific set of challenges. The power of an effective revenue model comes from the ability to account for volatility and variable inputs. This course introduces the key techniques and best practices for building revenue-specific financial models that account for seasonality and uncertainty. Through hands-on examples in Excel, participants build from scratch financial models that produce baseline and dynamic outputs in response to changes in real-world scenarios. Examples and illustrations utilize financial and treasury applications.

LEARNING OBJECTIVES

- ▶ Estimate expected revenue growth rates
- ▶ Conduct time series analysis and forecasting-soothing and seasonality
- ▶ Conduct regression analysis and forecasting
- ▶ Model revenue uncertainty using simulations

AGENDA TOPICS

- ▶ Examining historical growth rates
- ▶ Estimating expected growth rates
- ▶ Practice and discussions
- ▶ Modeling time series data and forecasting accuracy evaluations
- ▶ Modeling revenue with seasonality, regression analysis and Monte Carlo simulations

FP&A’s Role in Business Strategy and Decision-Making



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

FP&A drives business sustainability and growth. However, in order for a business to grow there must be: (1) a clear identification of the firm’s values, (2) an effective governance structure, (3) a consistent process for making decisions, and (4) knowledge of the appropriate key performance indicators (KPIs) central to business success. Participants learn how to help their firms improve in these areas in order to sustain growth, with clear objectives and takeaways. Participants practice a decision-making strategy that focuses and streamlines the strategic thinking process.

LEARNING OBJECTIVES

- ▶ Understand the key role FP&A plays in crafting and implementing business strategy
- ▶ Understand how inefficient governance structures and poor decision-making prevent business growth
- ▶ Learn an effective model for identifying a firm’s values and implementing an effective decision-making strategy
- ▶ Identify the KPIs essential to business growth

AGENDA TOPICS

- ▶ Firm values
- ▶ KPIs
- ▶ Decision-making theory
- ▶ Establishing effective governance structures

CONTENT DIMENSIONS: ■ FINANCIAL ACUMEN ■ TECHNOLOGY & DATA ■ PERSONAL & TEAM EFFECTIVENESS

Integrating Rolling Forecasts

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

Rolling forecasts are a popular topic in today's financial best practices. Companies are increasingly moving away from exclusive reliance on traditional budgeting due to its inflexibility and reactive perspective. Instead, companies are favoring dynamic, forward-looking forecasts that can incorporate flexible assumptions, contemplate various scenarios, be updated regularly and drive business growth. As corporate financial planning and analysis groups become more important, static budgets and rolling forecasts will coexist, with the latter serving as a key tool for strategic decision-making.

This course explores how rolling forecasts assist business professionals and leadership in making more educated decisions and taking more calculated risks. Using customized case studies and real-life examples, participants are "implementation-ready" and able to apply the theory and practices to their work. Gain confidence in the process for building and managing rolling financial forecasts, and walk away knowing how to create an effective rolling financial forecast.

LEARNING OBJECTIVES

- ▶ Learn the benefits, limitations and differences between static annual budgets and rolling forecasts
- ▶ Demonstrate the effectiveness of rolling forecasts as a management decision-making tool
- ▶ Create a checklist of steps for creating a rolling forecast
- ▶ Learn Excel modeling best practices relevant for forecasting
- ▶ Learn what modifications can translate static budgets into flexible, integrated rolling forecasts

AGENDA TOPICS

- ▶ Introduction to forecasting and its application in business
- ▶ Key benefits, purposes and types of rolling forecasts
- ▶ Technology in forecasting
- ▶ How to create and update rolling forecasts

CONTENT DIMENSIONS: ■ FINANCIAL ACUMEN ■ TECHNOLOGY & DATA ■ PERSONAL & TEAM EFFECTIVENESS

Improving Forecast Accuracy

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

Forecasts are all but guaranteed to be wrong. Nevertheless, companies should always aspire to be as accurate as possible. This course is designed to provide participants with implementation-ready and theoretical approaches for improving the accuracy of forecasts. Discover how to identify key business drivers of growth and improve future visibility for agile decision-making. Learn how to implement simple yet powerful modeling techniques to remove guesswork; increase confidence; and mitigate risk through data integration, scenario management, and predictive simulation.

LEARNING OBJECTIVES

- ▶ Develop cross-departmental forecasting processes and workflows allowing forecasts to be updated regularly and efficiently
- ▶ Identify which elements of the forecast need the most diligence and which elements expose the organization to risk
- ▶ Review a driver-driven and flexible financial model to accommodate changing internal and external information
- ▶ Assess whether agile planning and automated reforecasting tools are right for your organization

AGENDA TOPICS

- ▶ Why forecast accuracy is important
- ▶ How to improve forecast accuracy
- ▶ Business drivers and forecast accuracy
- ▶ Building and simulating more accurate forecasts
- ▶ Case Study: Pro-forma Forecast Model Based in Excel

Painting With Numbers: A Different Perspective on the Craft and the Art of Presenting Numbers

COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

How well you communicate is critical to your effectiveness and success. Make no mistake about it: presenting numerical information is communicating, just like writing and speaking. This interactive and entertaining course offers 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:

1. Knowing the rules: Yes, there is a grammar to presenting numbers!
2. Having a sense of narrative flow: Remember that you are telling a story.
3. Showing respect to your audience and earning theirs: The credibility of the information you're presenting and your personal credibility are deeply intertwined.

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

AGENDA TOPICS

- ▶ The nuts and bolts of presenting numbers effectively
- ▶ Graphs: The cartoons of numbers
- ▶ A case study from American politics and M&A
- ▶ The one report every organization needs

The Budget: Aligning Capital, Company and Customers

COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

Why do we budget? This course addresses the question in two ways. We start by reviewing the arguments against the budget process in a fast-paced, dynamic world. With this foundation established, the course then lays out a straightforward argument that budgets are useful for aligning a wide range of interests to produce clear actions, such as investor capital deployed through corporate people, resources and processes to meet the company's mission and investors' needs.

Participants learn how all parts of the organization must align effectively and strategically to create an effective budget. It is important for finance professionals to clearly communicate the goals of the budget to other parts of the organization, in addition to responding to their requests or objections. Learn not only the technical aspects of the budgeting process, but also how to communicate clearly with stakeholders and come to a firm understanding about executing the budget with a mindset of continuing improvement.

LEARNING OBJECTIVES

- ▶ Understand the need and value of a coherent and pragmatic planning process
- ▶ Learn to align the organization to the budget so all stakeholders can validate and strengthen the process
- ▶ Walk away with tips for executing communication with other parts of the firm as a key process
- ▶ Be informed of the many nontechnical tools available to assist finance staffs in the creation of budgets

AGENDA TOPICS

- ▶ Types of alignment: capital, strategic, operational and planning
- ▶ Executing the budget
- ▶ The budget's relevance in today's corporate environment
- ▶ Budgeting tools, technical and nontechnical, for practitioner success
- ▶ Financial models

The New Analyst: Essential Skills and Goals for New Corporate Finance Professionals



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

The business world is changing and so are the qualifications of new financial analysts. The formal education analysts receive before entering the workforce is the best it has ever been, but there are still major gaps that exist when embarking upon that first job in finance. Ask experienced FP&A professionals where their practical learning occurred, and many will acknowledge it wasn't in school—it was on the job and from training.

This interactive course serves as a first step in on-the-job training for new analysts. Participants start with an introduction to the ins and outs of FP&A. Gain skills you can immediately apply to your new position, and learn what questions to ask your new employer about systems, procedures and resources. A relatively new field in finance, FP&A is the most forward-looking and strategic, as well as one of the most exciting and growing.

LEARNING OBJECTIVES

- ▶ Understand the roles and responsibilities of FP&A practitioners
- ▶ Identify key areas of professional development, especially when it comes to finance's place in data and systems
- ▶ Learn key questions to ask a new employer regarding FP&A business partnering and your strategic role in the organization

AGENDA TOPICS

- ▶ Tips for starting out in your FP&A role
- ▶ Managerial accounting
- ▶ Understanding technical tools and financial projections
- ▶ Valuing projects
- ▶ Risk management analysis



“Investing in your team’s training is as crucial as investing in anything else you do in your business. Increasingly building the capacity of your team members can generate huge returns for your organization.”

- Michael High, FP&A, Director, Royal Dutch Shell



DIGITAL FINANCE COURSES

Financial Analysis I: Critical Thinking and Decision-Making



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

Finance professionals are no longer expected to only present the numbers and statements. Leadership is becoming more dependent on the finance team to provide thoughtful insights and options with the information it presents.

This course focuses on critical-thinking skills, financial data analysis and systems thinking to improve value-added decision-making. Participants are introduced to performing value-added financial data analysis with a focus on critically analyzing data versus naive data gathering. Discussions evaluate the different methods utilized in the problem-solving process with an emphasis on situational awareness and continuous evaluation. Participants understand how to identify trends and “stories” in the data that are important for improved decision-making.

LEARNING OBJECTIVES

- ▶ Recognize trends within data to determine potential actions and conclusions
- ▶ Determine the most effective ways to present conclusions and data analyses to specific audiences
- ▶ Learn to professionally present data analysis and prepare reports that clearly communicate key messages

AGENDA TOPICS

- ▶ Critical thinking
- ▶ System analysis
- ▶ Decision theory
- ▶ Formulating an analyst report

Financial Analysis II: Insights Through Data Analytics



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

The application of financial analytics is the process by which data is converted into key insights that can inform decision-makers, improve performance and guide business strategy. Financial analytics allow individuals to derive value by answering four key questions: What happened? Why did it happen? What’s happening now? What might happen in the future? This course provides hands-on training using Microsoft Excel to evaluate financial data for value-added decision-making. Gain insight into when and where to use key financial analytics, as well as an introduction to elements of data mining using pivot tables in Excel.

LEARNING OBJECTIVES

- ▶ Apply analytics to understand profitability in the context of top-line and bottom-line growth
- ▶ Use analytics to perform a bridge analysis of actual and forecasted results
- ▶ Evaluate revenue and expense information using descriptive analytics and time series analysis
- ▶ Perform sensitivity analysis to assess possible future outcomes of different strategic choices

AGENDA TOPICS

- ▶ What is business analytics
- ▶ Profitability analysis
- ▶ Bridge analysis
- ▶ Data mining and pivot tables
- ▶ Detailed revenue and expense analysis in Excel
- ▶ Sensitivity analysis

Impact Business With Data Visualization

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

Data visualization is more than just colors or numbers. It is the last step of your analytics process that will convey your findings to your stakeholders for actions.

Learn how to adjust your choice of medium to your audience (e.g., interactive dashboards, electronic documents, highly detailed charts) to ensure understanding, focus and fast actions. Explore the best ways to streamline production and delivery to enable frequency without hindering the performance of daily tasks. And, as good visualization often leads to more questions, discover how to anticipate inquiry needs as you build them in this interactive course.

LEARNING OBJECTIVES

- ▶ Understand how to select the right visualizations
- ▶ Learn how to prepare data for easy production
- ▶ Discover how to deliver advanced visualizations at little to no cost

AGENDA TOPICS

- ▶ The real goals of visualization
- ▶ Inquiry needs: understanding your business
- ▶ Understand the complete data preparation process for visualization
- ▶ Mastering the latest options in data visualization
- ▶ Hack visualizations at no cost

Leading With and Mastering Data



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person or On-Demand

DESCRIPTION

Engaging with data goes beyond achieving analytics and delivering reports. For finance, the data journey requires a holistic vision to align all facets of the domain with a common enterprise goal. It calls for architects of solutions that combine simplicity with scalability. It requires an impeccable understanding of data dynamics. It can't be delivered without thorough change management and understanding how it affects human relationships. Finally, it must always be focused on efficient and sustainable processes. In this course, finance becomes equipped to lead the change and avoid the mistakes of the past.

LEARNING OBJECTIVES

- ▶ Lead with confidence and drive support for data initiatives
- ▶ Design extremely efficient processes that empower more focus on collaboration and execution
- ▶ Master the different options to best organize your finance data
- ▶ Learn key approaches to prepare your data for faster, easier and more reliable analytics

AGENDA TOPICS

- ▶ Understand the full scope of data applications in business
- ▶ Architect systems for agility and scalability in a true partnership with IT
- ▶ Lead rapid implementations that deliver quick wins and sustainability
- ▶ Harness data with ease and transparency
- ▶ Lead data quality and master data management for best analytics results
- ▶ Design processes for performance and sustainability

CONTENT DIMENSIONS: ■ FINANCIAL ACUMEN ■ TECHNOLOGY & DATA ■ PERSONAL & TEAM EFFECTIVENESS

Leading With and Mastering Data: A Company-Tailored Integrated Program



COURSE LENGTH

Three-Part Seminar

DESCRIPTION

This three-part integrated seminar provides a fully customized program for corporate partners. It combines the delivery of “Leading With and Mastering Data” with a prep session and a data workshop that teaches treasury and finance practitioners how to best use their financial data tables, systems, and warehouses. The instructor meets with internal stakeholders ahead of the workshop to make the training engagement hands-on and relevant.

1. Alignment and Consultation Calls

Up to Four Hours Total

Consult 1: Instructor discusses the current data infrastructure of the client company. Evaluates current projects or any slated to begin. Meets the relevant staff (IT, business analytics teams, project managers) to gain an understanding of how data relevant to finance is being stored and, conversely, how finance currently accesses the data. Learns what solutions are currently used, and how the data is plugged into that solution.

Consult 2: Instructor meets with the finance staff and gains an understanding of their current use of data, and what systems or solutions they currently are using. Learns if that system is connected to other crucial enterprise data systems. If there is no hardline or programmed connections, learns how the data is arraigned and manipulated in order to import or export across the enterprise.

2. Leading With and Mastering Data

Three 2-Hour Virtual Sessions or One Full Day In Person

3. Data Workshop

One Full Day In Person

You’ve learned the concepts and the solutions in “Leading With and Mastering Data”—now scale it to your company and your finance team. Based on the Alignment and Consultation sessions, this full-day workshop operates using company data and reports within the parameters of their existing systems and warehouses. Finance learns hands-on reporting, extraction, and management techniques, which they can put into place the very next day.

Stretch Your Analytics to New Levels



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person and On-Demand

DESCRIPTION

This six-hour course equips participants with the expertise to become not only a solid analyst but also a data-driven leader. It assumes participants have already acquired the foundations in data and analytics and are familiar with notions such as ETL, data models, master data, data joins and lead data process structure. It is also recommended to prepare for these sessions with a preliminary Strategy and Preparation Session (onsite or remote). The goal is to validate with IT and management the holistic approach of the training to deliver the most impactful and sustainable results.

LEARNING OBJECTIVES

- ▶ Use an integrated approach to raise your level of analytics without creating data gaps and process tear
- ▶ Define the contours of advanced analytics and visualization
- ▶ Understand data's place within your team, department and firm

AGENDA TOPICS

- ▶ Data preparation for advanced analytics
- ▶ Predictive analytics for your business
- ▶ Advanced Visualization Approach
- ▶ Change management for better adoption



“The courses 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



TREASURY MANAGEMENT COURSES

Advanced Liquidity Management

COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

As a business grows internationally, there is a point at which it becomes necessary to open and hold foreign currency accounts. The questions are then: when and where? Putting a banking structure in place for managing global cash efficiently and understanding the various tools for optimizing cross-border liquidity, such as netting and cash pooling, is challenging.

This course gives participants the information needed to examine the various options and explore the tools available to treasury to organize itself in the most efficient manner for cross-border liquidity management. We examine the options available to treasury, and address the considerations when selecting appropriate banking partners. Examples are provided throughout of how different types of companies manage their global liquidity, and the course ends in a practical case study in which participants will be asked to design an appropriate account structure.

LEARNING OBJECTIVES

- ▶ Understand the available options and implications when opening foreign currency accounts
- ▶ Review the internal structures treasury can use to better manage global liquidity
- ▶ Examine the tools available through SWIFT to manage liquidity
- ▶ Learn about the different ways in which banking structures and services can be used to optimize global liquidity

AGENDA TOPICS

- ▶ Managing foreign currency accounts
- ▶ Efficient treasury structures
- ▶ Local bank and multibank structures

Blockchain and Distributed Ledger Technology: Real-World Utility and Applications

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Full Day In Person or One Half-Day In Person or On-Demand

DESCRIPTION

Learn about blockchain, distributed ledger technology (DLT), smart contracts and cryptoassets, and how these underlying technologies can be applied to the enterprise. Topics include a comprehensive lecture on cryptoassets—including cryptocurrencies—their markets and the economics that support their use and value. A deep dive into blockchain transaction mechanisms and smart contracts through group activities and a detailed enterprise-grade platform demonstration. The course examines several use cases focusing on financial transactions and digital identity and concludes with an activity whereby the class is organized into smaller groups to create a use case, applying DLT or smart contracts. Each group presents their work to the entire group for further discussion and improvement.

LEARNING OBJECTIVES

- ▶ Learn the foundations of blockchain and distributed ledger technologies
- ▶ Explore cryptoassets and the economics that influence their value and adoption
- ▶ Gain an understanding of smart contracts and how to build smart contract-based applications
- ▶ Discover how blockchain technologies are used in specific use cases focusing on the payments ecosystem and other applications commonly applied in treasury management

AGENDA TOPICS

- ▶ Bitcoin, distributed ledger technologies, blockchain and directed acyclic graph
- ▶ Initial coin offerings and tokenomics
- ▶ Smart contracts
- ▶ Top 20 cryptocurrencies and their value proposition
- ▶ Regulation and taxes
- ▶ Derivatives

Cash Management Fundamentals



COURSE LENGTH

Four 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

This interactive course lays 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.

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

AGENDA TOPICS

- ▶ Objectives of cash management
- ▶ Introduction to the U.S. financial environment
- ▶ Case study: Collections, disbursements and forecasting
- ▶ Exchange and interest rate risk management

Decoding Your Analysis Statements



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

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 comparisons. 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 models.

LEARNING OBJECTIVES

- ▶ Learn to comprehend account analysis statements
- ▶ Discover the math behind 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

AGENDA TOPICS

- ▶ Statement formats
- ▶ U.S. and global code mapping
- ▶ Bank terminology
- ▶ Cross-bank comparisons

Payments Fraud and Cybercrime



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

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

LEARNING OBJECTIVES

- ▶ Understand exposure to the types of payment fraud
- ▶ 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

AGENDA TOPICS

- ▶ Background and trends of payments fraud
- ▶ Cybercrime: Malware, phishing, farming
- ▶ Account takeovers and cyber risk management plans

Payments: Systems and Processes



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

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

LEARNING OBJECTIVES

- ▶ Recognize the most popular types of non-paper-based payment instruments, their formats and mechanisms
- ▶ Identify how each payment type is originated and settled and the participants involved
- ▶ Consider speed, finality, remittance data, transaction costs, limitations and risk when selecting payment mechanisms

AGENDA TOPICS

- ▶ Payment systems concepts, rules and regulations
- ▶ Wire transfers systems and messaging
- ▶ Straight-through processing overview
- ▶ Emerging and alternative payments

Treasury Management Fundamentals



COURSE LENGTH

Five 2-Hour Virtual Sessions or One and a Half Days In Person

DESCRIPTION

Gain a thorough understanding of the fundamentals of treasury management, and get ideas for ways treasury departments can add value to your company while increasing responsibility and visibility. Participants complete a journey that begins with the overall role of treasury and its relationships to financial service providers and continues with working capital, payments, money movement, capital markets, borrowing and investing. Cash forecasting methods, ways to identify various risks and financial management round out the general topics covered. This course also explores ways treasury departments have stepped outside normal responsibilities to expand their contributions and visibility within their companies by becoming unofficial consultants to other departments.

LEARNING OBJECTIVES

Participants attain a better understanding of:

- ▶ Increasing treasury's value to the company by serving as a consultant to other departments
- ▶ Critical treasury deliverables to senior management and the C-suite
- ▶ Selecting the right cash forecast model for your company
- ▶ Optimizing receipts, disbursements and cash management
- ▶ Creating and analyzing RFPs and selecting vendors

AGENDA TOPICS

- ▶ Banks, financial institutions and regulations
- ▶ Working capital management
- ▶ Short-term borrowing and investing
- ▶ Relationship management and vendor selection
- ▶ Long-term and capital investments
- ▶ Enterprise and operational risk
- ▶ Financial accounting

Treasury Technology and Security Controls



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

Treasury Technology and Security Controls guides the treasury and finance practitioner through a technology implementation project from the RFP to the final evaluation and assessment. The course examines the requirements of a technology solution and methods to define and understand criteria. Reasons for upgrading technology are 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.

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 successful implementation of the selected system

AGENDA TOPICS

- ▶ A treasurer's role and drivers of technology use
- ▶ Building and presenting a business case
- ▶ Defining requirements and RFPs
- ▶ Managing implementation

Understanding Foreign Exchange, International Risk and Payments



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

This highly interactive course deals with topics crucial to the treasury professional who will be managing an international treasury. We start with a thorough understanding of the basics of foreign exchange—how to read the rates, apply forward points and perform currency conversions. This leads into the topic of managing risk and the tools for managing global risks. Foreign exchange risk, as well as commercial and other types of risk are also covered.

Finally, we delve into the topic of international payments, where it is explained why cross-border payments and collections are still so inefficient and often prone to inexplicable delays and unexpected charges. We also examine how international payments are made and the ways in which payments and collections can be made more efficiently, including paper and electronic payments and the new SEPA instruments.

LEARNING OBJECTIVES

- ▶ Learn how to read and calculate spot and forward rates
 - ▶ Understand how to manage and mitigate risk in international business
 - ▶ Evaluate the options for making international and cross-border payments more efficiently
-

AGENDA TOPICS

- ▶ Basics of foreign exchange and how to read foreign exchange rates
 - ▶ International risk and tools for managing risk
 - ▶ International payment systems and making international payments
-

Working Capital Management



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

Cash flow resulting from changes in working capital is the lifeblood 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 the most important measure of financial performance for any company.

In this forward-looking session, attendees 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.

LEARNING OBJECTIVES

- ▶ Learn the concepts and structures for the management of global working capital
 - ▶ Integrate the management of global cash with that of working capital
 - ▶ Use knowledge of working capital and cash to improve cash forecasting
 - ▶ Become a strategic partner through the effective management of global working capital
-

AGENDA TOPICS

- ▶ General cash flows and investment strategies
 - ▶ Alternative current asset financing policies
 - ▶ Liquidity sources and uses
 - ▶ Relationship between treasury and credit management
-



CAREER SKILLS COURSES

Advanced Cash Flow Forecasting: Statistical Techniques



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

Statistical techniques provide extremely helpful tools for forecasting future cash flows. This course 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 course covers the practical application of statistical methods using Excel; interpretation of the results is emphasized.

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

AGENDA TOPICS

- ▶ Calculating and forecasting cash flow with the receipts and disbursements method
- ▶ Probability distributions
- ▶ Confidence intervals for periodic cash flows
- ▶ Exponential smoothing techniques

Advanced Cash Flow Forecasting: Monte Carlo Techniques



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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 an Excel spreadsheet using a third-party plug-in. The benefits and challenges to this method of forecasting are addressed.

LEARNING OBJECTIVES

- ▶ Understand the use of Monte Carlo simulation, including random number generators, 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.
- ▶ Understand the pitfalls and limitations of Monte Carlo techniques

AGENDA TOPICS

- ▶ Overview of Monte Carlo methods
- ▶ Important distributions
- ▶ Inverse distributions

Excel Analytics

Advanced Excel Analytics: VBA Programming



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

This Advanced Excel Analytics course focuses on using Visual Basic for Applications (VBA) scripts to write functions and custom macros. The use of user forums, which control macro events, is also discussed. All examples and illustrations will utilize financial and treasury applications.

LEARNING OBJECTIVES

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

AGENDA TOPICS

- ▶ Functions, subroutines and programming language
- ▶ Interactions with cells, ranges and worksheets
- ▶ Case study: Multilateral netting application

Intermediate Excel: Analytical Tools for Treasury and Finance



COURSE LENGTH

Two 2.5 Hour Virtual Sessions or One Half-Day In Person

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 (VBA) language. Through hands-on examples, participants learn to extract business insights from their spreadsheet applications and enhance the analytical capabilities of their finance-related applications.

LEARNING OBJECTIVES

- ▶ Create a dashboard with Excel
- ▶ Master various data summarization and visualization tools
- ▶ Manipulate raw data, such as dates and texts, into a user-friendly format
- ▶ Conduct sensitivity/scenario analysis, optimization and forecasting with Excel
- ▶ Automate repetitive tasks through macros

AGENDA TOPICS

- ▶ User interaction and data summarization
- ▶ Data visualization and optimization
- ▶ Data cleaning and automation

Effective Communication Skills for Financial Professionals

COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

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 course 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.

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
-

AGENDA TOPICS

- ▶ Understanding your audience and tailoring your communication
- ▶ Clarifying tone and attitude
- ▶ Best practices for presenting financials and other numbers

“If you don’t get the training that will actually help you see what new technologies are out there, you’re going to be left behind, not only professionally, but as a company as well.”

– Rafael Andrade, CTP
Treasury Director

The Kansas City Southern Railway Company

Foundational Skills

A Day in the Life of a Treasurer



COURSE LENGTH

Four 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

This course explores the world of treasury management and is designed specifically to highlight the role of the treasurer, assistant treasurer and cash manager from their points of view. Through engaging interactive activities and case studies, participants truly “walk a mile” in the shoes of a treasurer.

LEARNING OBJECTIVES

Participants attain a better understanding of:

- ▶ Day-to-day functionality and importance of the many traditional roles played by treasury professionals
- ▶ Key external drivers that continue to transform the role of the treasury professional today
- ▶ 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

AGENDA TOPICS

- ▶ Corporate treasury function and cash management
- ▶ Risk management
- ▶ Electronic payments and cash forecasting
- ▶ Corporate financial management

FP&A Essentials Series



COURSE LENGTH

Five 2-Hour Virtual Sessions or One and a Half Days In Person

DESCRIPTION

The financial planning and 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 course, explore key topics in FP&A that will help you excel in your job and drive the organization’s future growth.

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 crucial aspects and analyze 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

AGENDA TOPICS

- ▶ FP&A’s overall connection to strategy, organization, development and industry
- ▶ Planning and analysis of budget, risk and opportunity
- ▶ Building financial projects, forecasting and statement projections
- ▶ Worksheets and worksheet functions

Negotiation Skills for Treasury and Finance Professionals



COURSE LENGTH

Two 2-Hour Virtual Sessions or One Half-Day In Person

DESCRIPTION

This course trains participants to negotiate more effectively, following an interest-based negotiation model. As a modular course, the exact contents may vary from session to session. Each session begins with a contextual discussion of an “Explore, Expand, Divide” framework for negotiation. Designed to be practically applicable for professionals who have limited time and resources to devote to negotiation preparation, this approach operationalizes the three most important phases of any negotiation: explore the context of the negotiation (the parties, the resources available to those parties, etc.); expand the constraints of the negotiation (add additional parties, identify new resources, build win-win solutions); and divide the expanded resources appropriately, relying on objective standards to bolster your proposals.

LEARNING OBJECTIVES

- ▶ Learn to negotiate more effectively
 - ▶ Prepare for negotiations more efficiently individually and as teams
 - ▶ Better understand the needs and interests of stakeholders and external parties
-

AGENDA TOPICS

- ▶ Context of negotiation with business partners
 - ▶ Initial introductory exercise
 - ▶ Exploring context
 - ▶ Expand the constraints of negotiation
 - ▶ Divide resources
 - ▶ Prepare for negotiation simulation
 - ▶ Treasury and finance negotiation simulation
 - ▶ Debrief
-

Project Management for Treasury and Finance



COURSE LENGTH

Three 2-Hour Virtual Sessions or One Full Day In Person

DESCRIPTION

Due to increasingly constrained resources, treasury and finance professionals are asked to step out of their firms’ 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.

LEARNING OBJECTIVES

- ▶ Learn about the five phases of project management
 - ▶ Understand the purpose of each phase and when it occurs
 - ▶ Define the various participant roles in a project and their purposes
 - ▶ Understand how each of these participant roles is critical to achieving a successful outcome
-

AGENDA TOPICS

- ▶ Defining the project
 - ▶ Constructing the project action plan
 - ▶ Project organization and leadership
-

CONTENT DIMENSIONS: FINANCIAL ACUMEN TECHNOLOGY & DATA PERSONAL & TEAM EFFECTIVENESS



CERTIFICATION EXAM PREPARATION



Certified Corporate FP&A Professional Exam Preparation Review Course



COURSE LENGTH

Fifteen 2-Hour Virtual Sessions or Four Full Days In Person or 16 Hours of On-Demand

DESCRIPTION

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

LEARNING OBJECTIVES

Participants who successfully complete this course can confidently assume FP&A responsibilities in their organizations and 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

AGENDA TOPICS

- ▶ FP&A Exam Part I: Information, Strategy, Macro-Environment, Ratio Analysis, Managerial and Cost Accounting, Microeconomics, Effective Communication
- ▶ FP&A Exam Part II: Specifying Outputs and Getting Inputs; Using Models and Sensitivities/Scenarios; Making Conclusions and Recommendations; Valuing Projects; Customers, Deals and Products; Applying Best Practices to FP&A Technology/Software; Working With Databases; ERP/GL and Business Intelligence

CONTENT DIMENSIONS: FINANCIAL ACUMEN TECHNOLOGY & DATA PERSONAL & TEAM EFFECTIVENESS

Certified Treasury Professional (CTP) Exam Preparation Review Course



COURSE LENGTH

Twelve 2-Hour Virtual Sessions or Four Full Days In Person or 15 Hours of On-Demand

DESCRIPTION

AFP's CTP exam reviews the concepts and challenging calculations presented in the body of knowledge upon which the CTP exam is based. Also available in an On-Demand option. You'll join other professionals focused on CTP exam preparation and learn test-taking tips that will help you succeed. This program is intended for those who are well into their exam preparation studies, have purchased the CTP Learning System, and are registered to take the CTP exam.

LEARNING OBJECTIVES

Participants who successfully complete this course can confidently assume treasury responsibilities in their organizations and learn how to:

- ▶ 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 and disbursements, money markets, short-term investing, borrowing, financial risk management, capital markets, financial decisions and management, and capital structure and dividend policy
- ▶ Discuss these calculations, alternative solutions for solving a number of calculations, and isolating variables to reduce the number of equations that 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

AGENDA TOPICS

- ▶ The role of treasury management
- ▶ Payment systems and money markets
- ▶ Relationship management and vendor selection
- ▶ Collections, concentration and disbursements

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- Explore other **member benefits**, such as guides and surveys, and see where our available training aligns to that content.

Launching in January

The screenshot displays the AFP LEARN website interface. At the top, the AFP logo and "ASSOCIATION FOR FINANCIAL PROFESSIONALS" are visible. The navigation menu includes "Home", "FP&A Test Prep Program", and "My Company". A user greeting "Welcome Back ERIN STEWART" is shown, along with a "Last Login: May 01, 2019" timestamp. Below the greeting, four main content blocks are presented: "LIVE TRAINING" (Virtual Seminars, Webinars, Live Streamed Events), "ON-DEMAND TRAINING" (Self-Paced Seminars, Quizzes, Archived Conference Sessions), "AFP LIBRARY" (Sponsored Guides, White Papers, Newsletters), and "AFP MEMBER CONTENT" (Exclusive educational seminars for AFP members at no additional cost). The "Activities" section is partially visible at the bottom, showing a "Completion: All" filter and a "Sort: Subscription Start Date" option. A specific activity, "FP&A Self Assessment", is listed with a date range from "May 02, 2018" to "May 02, 2019".



About AFP*

The Association for Financial Professionals (AFP) is the professional society committed to advancing the success of its members and their organizations. AFP established and administers the Certified Treasury Professional and Certified Corporate FP&A Professional credentials, which set standards of excellence in finance. Each year, AFP hosts the largest networking conference worldwide for over 6,500 corporate finance professionals.

4520 East-West Highway, Suite 800
Bethesda, MD 20814
T: +1 301.907.2862 | F: +1 301.907.2864

www.AFPonline.org