



Highly Interactive *online* Trainings



... on Strategy & Finance

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1. Blue Ocean Strategy - Introduction

Understanding how companies create uncontested marketplace

As competition increases every day and differentiating your offering gets more difficult, it is becoming necessary for every leader to analyze how certain companies still manage to make their competitors irrelevant.

Goal of this Live Online Training is to equip you with solid understanding of the basics of blue ocean strategies and challenge a number of traditional "red ocean" business concepts.

After attending this Live Online Training, you will...

- be able to **identify blue ocean** strategic moves and differentiate them from **red ocean** ones
- **understand** key blue ocean **concepts that diverge** from traditional business approaches and the rationale behind them
- **gain insights** into some of the most famous **blue ocean moves** in the last 10 years

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about blue ocean strategy

**Course
flow**

You will make a deep dive into what constitutes a blue ocean strategy, how it is derived from untraditional business thinking, and how it challenges concepts such as segmentation, targeting and cost-plus pricing. This will allow you to ...

- work on your business acumen
- gain input on some major strategic moves in the global market
- challenge existing frameworks and business approaches

PostWork

As *PostWork* you will be encouraged to lookup some additional case studies and read about their blue ocean moves.

Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

2. Blue Ocean Strategy Analytical Tools – Part I

Analyzing your environment with blue ocean lenses

In order to start the journey of making the Blue Ocean Strategic Shift, businesses need to use the right environmental scanning tools; tools tailored to blue ocean strategy approaches and concepts. Traditional tools are simply not sufficient.

Goal of this Live Online Training is to equip you through practical exercises and case studies with the skill of using two fundamental analytical frameworks that put you on the right track to explore blue ocean strategies.

After attending this Live Online Training, you will...

- **understand** what a Pioneers-Migrators-Settlers (P-M-S) map is and how to read its content
- be able to **develop** an initial P-M-S map for your company
- **understand** what a Strategy Canvas is and how to read its content
- be able to **develop** an initial Strategy Canvas for your industry

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about blue ocean strategy

**Course
flow**

After a quick overview of the main blue ocean strategy concepts and paradigms, you will be exposed to real life examples of the P-M-S map and the Strategy Canvas, how they are structured, how to read their content and how to interpret them.

After these case studies, you will then work on your own "initial" versions of these tools, while being guided with tips and insights on how to develop them most effectively.

PostWork

As *PostWork* you will be encouraged to further fine tune the frameworks you developed during the session, with an option to have a follow-up session with the facilitator to provide you with feedback on your company's frameworks. (An additional charge will apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	Attending "Introduction to Blue Ocean Strategy" HIT

3. Blue Ocean Strategy Analytical Tools – Part II

Exploring your customers with blue ocean lenses

As businesses continue through the journey of making the Blue Ocean Strategic Shift, they need to use the right customer analytical tools; tools tailored to blue ocean strategy approaches and concepts. Traditional tools are simply not sufficient.

Goal of this Live Online Training is to equip you through practical exercises and case studies with the skill of using two fundamental analytical frameworks that help you break form the existing molds of customer segmentation and explore blue ocean possibilities.

After attending this Live Online Training, you will...

- **understand** what a Buyer Utility Map is and how to read its content
- be able to **develop** an initial Buyer Utility Map for your industry
- **understand** what the Three Tiers of Non-customers are and why they are important
- be able to **identify** the Three Tiers of Non-customers for your industry

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about blue ocean strategy

Course flow

After a quick overview of the main blue ocean strategy concepts and paradigms, as well as the P-M-S map and the Strategy Canvas, you dive into the Buyer Utility Map and the Three Tiers of Non-customers, how they are structured, how to read their content and how to interpret them.

After these case studies, you will then work on your own "initial" versions of these tools, while being guided with tips and insights on how to develop them most effectively.

PostWork

As *PostWork* you will be encouraged to further fine tune the frameworks you developed during the session, with an option to have a follow-up session with the facilitator to provide you with feedback on your company's frameworks. (An additional charge will apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	Attending "Introduction to Blue Ocean Strategy" and "Blue Ocean Strategy Analytical Tools – Part I" HITS

4. Blue Ocean Strategy Analytical Tools – Part III

Discovering blue oceans

The paths to discovering Blue Oceans have been traveled by many before us. Studying their tracks, six distinct paths have been identified.

Goal of this Live Online Training is to equip you through practical exercises and case studies with the understanding of each path, how to apply it to your industry, and which one of these paths can be most effective for your business.

After attending this Live Online Training, you will...

- **understand** each of the **Six Paths** to blue ocean
- be able to **identify** these paths when looking at a blue ocean case study
- **select** the paths that are more likely to benefit your company in searching for blue oceans

Design of the Live Online Training

Set -up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about blue ocean strategy
Course flow	<p>After a quick overview of the main blue ocean strategy concepts, paradigms and tools, you start exploring each of the Six Paths that were found to lead to blue oceans, along with relevant case studies.</p> <p>After these case studies, you will then reflect on your own company and discuss which paths are more relevant and therefore likely to lead to the discovery of blue oceans.</p>

PostWork

As *PostWork* you will be encouraged to further pursue the Six-Paths framework, with an option to have a follow-up session with the facilitator to provide you with feedback on your company's specific situation. (An additional charge will apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	Attending "Introduction to Blue Ocean Strategy", "Blue Ocean Strategy Analytical Tools – Part I" and "Blue Ocean Strategy Analytical Tools – Part II" HITS

5. Budgeting

Creating budgets and aligning them to strategy

Some budgets are inhibitors of growth; holding companies back, while others are drivers of growth; propelling companies forward.

This course is about the process of creating budgets, different approaches adopted by companies to create them, components of budgets and types of budgets. It also provides a blueprint for any corporate to assess, enhance and monitor its budgeting process.

Goal of this Live Online Training is to equip you with a strong understanding of **why** companies develop budgets, so you always have your eyes on the end result and **how** companies develop budgets, so you can tailor these approaches to your business needs and settings.

After attending this Live Online Training, you will...

- **understand** the full budgeting **process** end-to-end
- **understand** the different **types of budgets** and how they are all linked
- be able to **evaluate** whether a budget is **linked to strategy** or not
- **identify** different **approaches** to budgeting along with the **pros and cons** of each approach

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you will watch a video / read an article about budgeting

Course flow

The session starts by calling for a meeting among all participants who act as the management team of a company in the juice business. The facilitator then announces that the company has been growing steadily since startup and that it is now time to start taking a more professional approach to management. The first step is to set up a strong, reliable and efficient budgeting process. "This is your task as management!"

Participants then go through a series of team breakout activities to answer a number of key questions as they build their company's budgeting process.

After each breakout activity, each team share their results, discuss them and finally, the facilitator links their findings to best practices and existing models and frameworks.

PostWork

As *PostWork* you will be given some reading material to expand your knowledge about budgeting as well as some videos to watch. (An additional charge might apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	This course targets managers who have recently been responsible for a budget, who expect to be responsible for a budget in the near future or who are part of the budgeting cycle in their organization.

6. Discounted Cash Flow (DCF) company valuation

Estimate the value of a company based on its business fundamentals

Discounted Cash Flow (DCF) models are widely used in corporate finance, private equity and equity markets. These models are used as a tool to determine the value of a company. The sum of the future cash flows determines the value of the company based on the future vision applied in the model.

Goal of this Live Online Training is to equip you with tools and techniques to successfully develop DCF models.

After attending this Live Online Training, you will...

- be able to **integrate a DCF table** in your financial model and
- calculate the **cash flows** used in a DCF model
- estimate the **Weighted Average Cost of Capital (WACC)**
- compute the **Enterprise value** and **Equity value** of a company

Design of the Live Online Training

Set-up 4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork In the *PreWork* you download the case model in Excel

**Course
flow**

You...

- gain input on the differences between a traditional cash flow statement and the cash flows used in a DCF model
- work on the creation of a DCF model in a financial model that shows financial projections for multiple years
- explore the constituents of the WACC
 - ✓ cost of equity
 - ✓ cost of debt
 - ✓ weightings of debt and equity
- understand the difference between the enterprise value and equity value
- calculate the enterprise value and equity value of the case company

PostWork

N/A.

Registration Information

- | | |
|---------------|--|
| Group size | max. 10 participants |
| Prerequisites | <ul style="list-style-type: none">▪ Knowledge of financial modeling in Excel (see our catalogue)▪ Average level of experience in the use of Excel |

7. Economics for non-economists

Understanding the fundamentals of macroeconomics and monetary policy

Every day we hear or read about economics. Economic growth or contraction, inflation, unemployment, central banks that are changing interest rates. How do we define economic indicators that tell us how well or poor an economy is performing?

Goal of this Live Online Training is to equip you with the fundamental understanding of macroeconomic indicators and the role of central banks.

After attending this Live Online Training, you will...

- understand the differences between **fiscal** and **monetary** policy
- be able to **explain** the meaning of GDP, economic growth, inflation, and unemployment
- know there are different definitions of **money**
- see the relation between **inflation** and **interest rates**
- have an understanding of the **role central banks** play in our society and how they conduct monetary policy

Design of the Live Online Training

Set up 2-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork No *PreWork* is required

**Course
flow**

You

- receive input on the definition of economics, the differences between fiscal and monetary policy and their objectives
- gain insight in terminology commonly used, but hardly explained
- look at the most recent key macroeconomic indicators of different countries and develop an understanding of the state of economies
- find out what the functions and definitions of money are and how banks play a role in the creation of money
- discover the relation between inflation and interest rates and these affect your day-to-day life

PostWork

N/A

Registration information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

8. Finance for Non-Finance Managers – Level I

Breaking down the Finance Barrier

Financial acumen is an absolute necessity for every manager in his/her career, and yet there seems to be a psychological barrier for most people from non-finance backgrounds. Finance is often perceived as a black box only understood by a few.

This course is about providing non-finance managers with the entry keys to understanding finance in a simple, easy and engaging approach that focuses on what the business needs rather than diving into accounting technicalities.

Goal of this Live Online Training is to equip you with a strong understanding of fundamentals of finance to improve your understanding of the business and the impact of your decisions on the company performance.

After attending this Live Online Training, you will...

- be able to **explain** the structure of **balance sheets, income statements and cash flow statements**
- **understand** the difference between the financial statements and what **business items** are included in each
- be able to reflect the **impact** of some **business decisions** on each of the financial statements



How can we account for everything that happened so far.. in detail?

How did our bank account move?	What do we have?
• Start Balance: \$0	• We have:
• Cash in: \$40k	• Cash:
• Cash out: \$0	• From:
• End Balance: \$40k	• Bank: \$20
	• Shareholders

BALANCED

Design of the Live Online Training

- Set-up** 4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
- PreWork** As *PreWork* you will prepare for a business startup by reading some brief material.
- Course flow** The session starts by announcing the start of a new business in which all participants are partners.
- Participants then go through financing their new business, pre-startup decisions and operating for 4 cycles (weeks). Each week has its own events and challenges.
- At the end of the month, they close their books and check to see how well they've done.



- PostWork** As *PostWork* you will be encouraged to look at the financial statements of some publicly listed companies.

Registration Information

- Group size max. 10 participants
- Prerequisites No prerequisites for participation

9. Finance for Non-Finance Managers – Level II

Analyzing Financials for Decision-making

When business decisions are taken by line managers without the financial impact clearly on the radar, the results can be catastrophic!

This course is about providing non-finance managers who have basic knowledge of financial statements, with the analytical frameworks and tools to (a) understand the past performance of a company by reading its financial statements and (b) predict the impact of operational decisions on key financial metrics of this company. This is done in an engaging, realistic business scenario in which participants will be asked to think through multiple decisions and see the impact of these decisions on the financial results.

Goal of this Live Online Training is to equip you with a strong understanding of the main financial ratios used in analyzing financial statements as well as the impact of your decisions on key financial metrics.

After attending this Live Online Training, you will...

- be able to **perform** horizontal, vertical and common size **analyses** on financial statements of a company
- **understand** basic **financial ratios** and their use in analyzing company results
- **understand** the difference and the use of **Profitability** ratios, **Liquidity** ratios, **Leverage** ratios and **Efficiency** ratios
- be able to reflect the **impact** of different **business decisions** on each of the financial statements and hence on **key financial metrics**

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you will read the case study that you will be working on during the course.

Course flow

The session starts by announcing the take-over of an existing business, with investors sharing their expectations out of this transaction.

Participants then go through analysis of historical performance of the company, with the objective of identifying strategies for the future.

At the end of each business cycle, participants evaluate, adjust and decide on their next moves.

PostWork

As *PostWork* you will be encouraged to analyze the performance of some publicly listed companies by going through specific financial ratios.

Registration Information

Group size

max. 10 participants

Prerequisites

- Basic understanding of the Balance Sheet, Income Statement and Cash Flow Statement
- Good ability to classify items into the three financial statements

10. Financial Dashboards in Excel

Analyzing deeper and understanding performance better

In a visually appealing way, dashboards provide direct insight into the development of KPIs in your organization. They are powerful and flexible, making them an indispensable tool for the financial professional.

Goal of this Live Online Training is to equip you with tools and techniques to successfully develop and design your own financial dashboard in Excel.

After attending this Live Online Training, you will...

- be eager to **create a dashboard** for your organization and you will **experience** how quickly you gain in-depth **insight into the KPIs**
- set-up a **database** in Excel
- create **PivotTables and PivotCharts**. PivotTables allow you to filter your data to focus on a smaller portion of your data for in-depth analysis
- display **multiple charts** in your dashboard
- **intelligent use of Slicers**. Slicers provide buttons that you can click to filter PivotTables. In addition to quick filtering, slicers also indicate the current filtering state, which makes it easy to understand what exactly is currently displayed on your dashboard. This enables you to create a dynamic dashboard.

Design of the Live Online Training

Set-up 4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork In the *PreWork* you download the database in Excel

**Course
flow**

You...

- gain input on financial key performance indicators
- explore the structure of the sample database used in this course
- observe the facilitator creating a pivot table
- work on replicating the pivot table on your own computer
- experience the flexibility and power of PivotTables
- create PivotCharts
- prepare additional PivotTables and PivotCharts
- prepare the dashboard
- insert slicers

PostWork

As *PostWork* you will prepare a dashboard for your own company.

Registration Information

Group size max. 10 participants

Prerequisites Average level of experience in the use of Excel

11. Financial Modeling in Excel

Taking better business decisions

Starting with the annual reports of the last 3-5 years analysts prepare financial models which highlight key performance indicators like, growth, margins, liquidity, solvency, returns, and cash flows.

Based on an analysis of the past and a vision for the future, consistent financial projections can be made, creating a seamless link between the profit and loss account, balance sheet and cash flow statement.

Goal of this Live Online Training is to equip you with tools and techniques to successfully develop a consistent financial model with financial projections.

After attending this Live Online Training,

- you will be able to **create a consistent financial model** with financial projections based on your vision, showing
 - ✓ **Income statement, balance sheet, and integrated cash flow statement**
 - ✓ **Profitability** and growth
 - ✓ **Liquidity ratios** e.g. days sales, inventory days, net working capital
 - ✓ **Solvency ratios** e.g. debt-service-ratio, interest coverage ratios

Design of the Live Online Training

Set-up 4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork In the *PreWork* you download the case model in Excel

**Course
flow**

You...

- gain input on the case company and the Excel model used
- will calculate historic ratios, like margins, working capital days, solvency ratios and returns
- be challenged to create a cash flow statement that is derived from the balance sheet and income statement
- will model financial projections
- see an example of financial performance overview

PostWork

N/A.

Registration Information

Group size max. 10 participants

- Prerequisites
- To be able to perform a financial statement analysis
 - average level of experience in the use of Excel

12. Fundamentals of banking

Understanding the main functions, business models and banking risks

We all need and use banks in our daily life. But what are the main functions of a bank to the society? We will discover that accepting deposits and advancing loans may sound easy but is in reality much more complex when we consider the main typical banking risks. Banks are heavily supervised and have to comply with minimum liquidity and solvency requirements.

Goal of this Live Online Training is to equip you with the fundamental understanding of the complexity of banking in today's markets.

After attending this Live Online Training, you will...

- be able to describe **the core functions** of a bank, being the transformation function of money and the agency function
- list the **key risks** banks are confronted with and the tools banks use to mitigate risks
- describe the **different types** of banks and their main activities
- understand how banks **mitigate** risks
- discover **how banks make money** i.e. you will see the connection between a bank's balance sheet and income statement
- understand why banks are heavily **supervised** and how this may hamper growth ambitions.

Design of the Live Online Training

Set up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	No <i>PreWork</i> is required

**Course
flow**

You

- receive input on what is needed to start a bank
- gain insight in the range of different risks banks are facing
- explore the main functions of a bank, the different types of banks and their main activities
- discover that a bank's balance sheet creates value and is a risk factory at the same time
- see the connection between a bank's balance sheet and income statement
- understand why banks are heavily supervised
- find out how liquidity and capital requirements may prevent banks' growth ambitions

PostWork

N/A

Registration information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

13. Managing Foreign Exchange Risk

Safeguarding shareholder value through currency risk management

Fluctuations in currency rates can wipe out commercial margins. This is why companies need to establish a risk management policy to deal with this risk and understand the various financial instruments available.

This specific course covers spot and forward FX and the counterparty risk implications.

Goal of this Live Online Training is to see how bankers and treasurers identify foreign exchange risk in the working capital cycle, quantify the consequences of inaction and choose suitable hedging alternatives.

After attending this Live Online Training, you will...

- have a better understanding of foreign exchange **risk management**
- understand where and how companies are exposed to **currency fluctuations**
- identify FX risk in the **working capital cycle**
- see how **spot FX** transactions are quoted
- explore how **forward FX** locks in commercial margins
- collaborate in establishing a **risk management policy**
- discuss **counterparty risk** implications

Design of the Live Online Training

Set up 4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork No *PreWork* is required.

**Course
flow**

1. Why Treasurers Manage FX Risk

- Translation and transaction risk
- Foreign Exchange in trade finance
 - ✓ Letters of Credit
 - ✓ Identifying FX opportunities in the operating cycle
 - ✓ Receivables / payables management
 - ✓ Dealing with sales in various currencies

2. Quantifying FX Risk

- Introduction: Understanding how to measure currency risk; direct and indirect FX exposure
- Establishing a risk management policy

3. Foreign Exchange Fundamentals

- Spot FX: Understanding spot pricing and quoting conventions
- Forward Foreign Exchange:
 - ✓ Exploring why and how forward FX locks in commercial margins;
 - ✓ Managing risk in countries where currencies are not deliverable
- Counterparty Risk:
 - ✓ (Pre-) Settlement limits and daylight delivery risk
 - ✓ The concept of Potential Future Exposure

4. Mini case studies

PostWork

An additional HIT on “Options” is available on request. (An additional charge will apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation. It is aimed at clients facing staff such as Relationship Managers, Treasury Sales and Credit Officers.

14. Strategy Maps and the Balanced Scorecard - Introduction

Understanding the basics of Strategy Maps and Balanced Scorecards

Managing corporate strategies has become one of the most important and challenging tasks at the same time. From strategy development to cascading to monitoring and evaluating, managing the strategy is one of today's leaders' core competencies. And with organizations becoming larger, more diverse and more geographically dispersed, the challenge of effectively managing the strategy is becoming exponentially bigger.

Goal of this Live Online Training is to equip you with a solid understanding of the basics of one of the most widely used strategy management frameworks in recent years; Strategy Maps and Balanced Scorecards.

By attending this Live Online Training, you will...

- **gain** insights into the evolution of the **Balanced Scorecard** framework
- **understand** what **Strategy Maps** are and why they are useful
- **study** the anatomy of both the **Strategy Map** and the **Balanced Scorecard** and how they relate to **other** tools and frameworks of management

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about the Balanced Scorecard Framework

**Course
flow**

You will be introduced to the Balanced Scorecard framework and its evolution over the years and how the Strategy Map came into existence.

You will then experience a number of case studies in an interactive setting to illustrate the power of this framework.

And finally, you will dive into the anatomy of the framework and how it relates to other tools and frameworks such as the OGSM, Six Sigma, TQM, Risk Management, etc.

PostWork

As *PostWork* you will be encouraged to have further readings on the topic. (An additional charge might apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

15. Strategy Maps and the Balanced Scorecard – Basic Level

Building your own Strategy Map and Balanced Scorecard

“90% of well-articulated strategies fail at the execution!”

The challenge of going from strategy to execution is one of the main differentiators that make a company great. Building your company's Strategy Map is the first step to translate the strategy into something you can communicate, describe, cascade, and measure.

Goal of this Live Online Training is to equip you with the skill to develop your first strategy map and balanced scorecard for your company.

After attending this Live Online Training, you will...

- practice how to start **building** your **strategy map** based on shareholder mandates
- **develop** each **perspective** of the strategy map in a top-down approach
- practice identifying **strategic measures** and **strategic initiatives** necessary to execute your strategy

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about the Strategy Maps

**Course
flow**

After the introduction, this training is designed as one comprehensive case study where you will build the strategy map of a company from scratch going through the shareholder mandate, the financial objectives, the customer objectives, the internal processes objectives and the learning and growth objectives.

In the same case study, you will then come up with the measures and initiatives that you see can help this company deploy its strategy successfully.

PostWork

As *PostWork* you will be encouraged to have further readings about actual case studies on the topic. (An additional charge might apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	"Strategy Maps and the Balanced Scorecard – Introduction" HIT

16. Strategy Maps and the Balanced Scorecard – Advanced Level

Becoming a Strategy-Focused Organization

Having a well-articulated strategy is one thing and getting the organization to focus on its execution is another. From mobilizing leadership to tying reward to strategy, there are certain proven best practices to ensure efficient and effective strategy deployment.

Goal of this Live Online Training is to equip you with the insights necessary to make sure that all efforts put into building your strategy map and balanced scorecard system provide you with the returns you expect.

After attending this Live Online Training, you will...

- **understand** the different elements of a **Strategy-Focused** Organization framework
- **analyze** case studies of **different organizations** and how they handled their strategy execution efforts
- reflect on how to **apply** each element of the framework **in your own organization**

Design of the Live Online Training

Set-up	4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
PreWork	As <i>PreWork</i> you are required to read through a case study and watch a video about the Strategy-Focused Organization

**Course
flow**

Build around the Strategy-Focused Organization Framework, this training takes you through a journey, in story-like format, that starts with having a strategy map and balanced scorecard and through real life scenarios until you reach execution.

During this journey, the softer side of strategy is tackled; communication, leadership, mobilization, change management and cultural interventions.

PostWork

As *PostWork* you will be encouraged to have further readings about actual case studies on the topic. (An additional charge might apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	“Strategy Maps and the Balanced Scorecard – Introduction” and “Strategy Maps and the Balanced Scorecard – Basic Level” HITS

17. Understanding Financial Markets for Support Staff

Getting to know the workings of the dealing room

The course will demystify these roles and explain some of the jargon and technical terms that are often encountered. We also look at the instruments used to fund balance sheets, debt and Equity Capital Markets, and how derivatives are used to manage market risk.

Goal of this Live Online Training is to look at the value that Financial Markets group bring to the bank's clients in the corporate, retail and financial institution sectors.

After attending this Live Online Training, you will...

- have a better understanding of the **functions and roles** within Financial Markets.
- understand the technical **jargon** and buzzwords you will find in the markets
- identify the specific **roles** within the front, middle and back office and how they relate to each other
- see how balance sheets are **funding** through debt and equity instruments
- explore different ways that **derivatives** are used to manage market risk

Design of the Live Online Training

Set-up 4-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork No *PreWork* is required.

**Course
flow**
1. The client base

- ✓ Identifying how, why and when the bank helps its different
- ✓ Exploring the components of a working capital cycle
- ✓ Isolating the risks to a balance sheet and income statement

2. Funding the Balance sheet

- ✓ Introduction to managing currency fluctuations
- ✓ Examining different ways to fund the balance sheet
- ✓ Looking at the roles within Debt Capital Markets (DCM)
- ✓ Looking at the roles within equity Capital Markets (ECM)
- ✓ Seeing how a new issue is brought to the market
- ✓ Understanding the investor habitat

3. Treasury and Derivates

- ✓ Examining the need to manage market and credit risk to preserve shareholder value
- ✓ Defining the various roles and functions within a dealing room
- ✓ Discussing various instruments to manage currency, interest rate and commodity price risk

PostWork

Optional deep dive HIT on request on a topic within *Financial Markets* you *might like to explore in greater depth*. (An additional charge will apply here.)

Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation.

18. Using RaRoRac for the pricing of bank loans

Incorporating expected and unexpected losses in loan pricing

As a banker you need to quote interest rates to a loan applicant. The rate charged on a loan should reflect costs, risks, capital requirements and needs to contribute to the return on equity target of the bank. The concept of risk adjusted return on risk adjusted capital will be used to unravel the different factors that determine the rate we should charge a lending customer.

Goal of this Live Online Training is to equip you with the understanding of the parameters that drive the pricing of loans by banks.

After attending this Live Online Training, you will...

- know the difference between **expected** and **unexpected credit losses**
- be able to describe the term **RaRoRac**
- understand **the main factors** driving RaRoRac
- explain that **capital requirements** as well as **return on equity** ambitions directly influence the level of the interest rate the bank will charge a lending customer
- be able to define **economic profit**

Design of the Live Online Training

Set up 2-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

PreWork No *PreWork* is required

Course flow

You

- receive input on the difference between expected and unexpected credit losses
- review the structure of a bank's income statement
- discuss risk weighting of assets, capital requirements and returns in banking
- learn how probability of default (PD) and loss given default (LGD) determine expected credit losses
- define and determine the factors driving the RaRoRac
- do exercises to determine the RaRoRac
- determine the required level of interest rate charges on a loan to meet the return on equity ambition of the bank

PostWork

N/A

Registration information

Group size	max. 10 participants
Prerequisites	Fundamental understanding of a bank's income statement and capital requirements