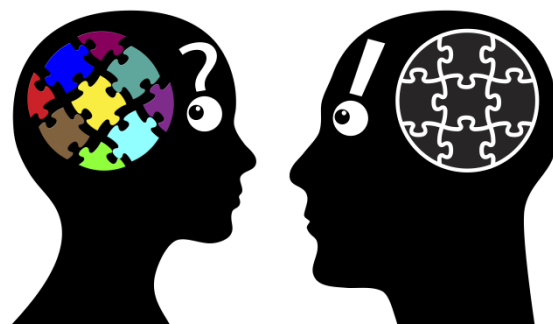


Finance for Non-Financial Managers







Make better business decisions by understanding the numbers

Whether you are managing a division, a team or yourself, it is crucial to have a good understanding of finance in your business. This short, two-day program provides you with the essentials that you need.

How you will benefit

- Understand what drives some of the most common errors in business and how to avoid them
- Break through the language of finance
- Understand the basic accounting model and its limitations
- Analyze and interpret financial statements within the context of industry analysis and macroeconomic fundamentals
- Identify risk and understand the options available to manage risk
- Apply management accounting tools to business problems
- Understand the budget process and forecasting techniques
- Link financial objectives to strategy
- Identify key value drivers to help manage the value of a business
- Understand different valuation techniques and respective benchmarks
- Understand the essential tools and techniques in presenting a business case

	2 days
	€2,500
	4.7/5
	14 – 15 November 2019

Faculty

Susan Hansen has worked in financial services since 1980. She is a Chartered Accountant (Australia and South Africa) and teaches several short courses for The University of Auckland Business School. She has worked for a 'Big Four' Accounting firm for eight years in Cape Town and London, and spent five years with a Wall Street Investment Bank. Susan has an MBA from the University of Cape Town Graduate School of Business and is the author of several books, including "Simply Finance", Bateman 2010.

“ Gives a good starting point for assessing financial statements, budgets and business cases. ”

– Policy Advisor,
Ministry of Finance
The Netherlands

Program Content

Analyzing and Interpreting Financial Accounting Statements

While every organization has to subscribe to a Financial Accounting model, it is rarely if ever a good model from which to make business decisions from. Simply, the information comes too late and it is limited by certain concepts that will be highlighted during this program. However, as this is the model that is so often used to evaluate business performance it will be discussed in detail so that we can understand how to overcome the limitations.

- Understanding the accounting process
- Applying the fundamental accounting concepts
- Tools used to identify 'value'
- Why 'Cash is King'
- Common ratios to assess the financial risk of the organization
- Understanding commonly used words and acronyms, e.g. EBITDA, ROCE, CFROI, etc.
- Learning the limitations of the traditional accounting model and how to overcome them

An Introduction to Discounted Cash Flow Analysis and the Time Value of Money

By the end of the session participants will have a framework where you can analyze and interpret any company's financial statements.

Understanding Finance and Performance

We will cover the real link of accounting and finance to the performance of organizations. It is essential that managers are able to understand and apply the following, in order to deliver value to their organizations.

- Linking accounting to strategy
- How risk management drives value
- How value drivers are identified and what benefits they deliver
- The most commonly applied valuation tools

Management Accounting and Performance

While Financial Accounting is compulsory, Management Accounting is not. However, organizations with excellent Management Information Systems have a significant competitive advantage. When an organization is under pressure to lift profits, a reflex reaction is often to slash costs. This will inevitably erode the intangible value of the organization. We need a more creative approach to identify ways of improving performance.

- Understanding what drives a company's 'bottom line'
- Analyzing it from a customer perspective
- Customer profitability analysis
- Putting a measurement system in place to include both financial and non-financial metrics
- Managing risk and building certainty to add value
- Analyzing break-even and contribution analysis
- Identifying incremental cash flows

Making Investment Decisions

Current developments in the field of behavioral finance help us to understand better ways to forecast and warn us of common pitfalls in decision making, and we discuss how to understand and use these as a manager. Following from this, there are several financial decision tools used to make decisions. We assess these in terms of how and when these different methodologies are applied, including

- Discounted Cash Flow analysis (DCF)
- Net Present Value (NPV) of an investment
- Forecasting cash flows
- Measuring the required rate of return
 - Cost of capital, WACC, IRR

While valuations most often rely on discounting future cash flows, this is not always the case. Other valuation methods that managers will encounter – and their pitfalls – will also be discussed.

Enrolling & Practical Information

Enrollment requirements

AIF considers each enrollment application carefully to ensure the quality and level of the program is maintained and that participation of candidates is beneficial to both themselves and their organizations. The general prerequisite for all AIF programs is the possession of an academic or equivalent degree, as well as proficiency in English and practical experience.

How to enroll

Enrollment for one of AIF's programs is done via an online application form to be found on AIF's website: www.aif.nl. There is no closing date for enrollment although it is advisable to enroll early, as places are limited and preparation is required for all AIF programs. General Terms & Conditions of Enrollment and Cancellation must be agreed before enrolling and are available on AIF's website.

Accommodation

AIF has special corporate rates available for participants at a number of hotels in central Amsterdam.

Certificates

An AIF certificate of attendance is awarded to all participants who successfully complete the program.

Program location

The programs are held in the center of Amsterdam, within an easy walk from Amsterdam Central Station, and within 30 minutes from Schiphol international airport.

Program fees

Program fees include tuition, all comprehensive program materials, books, and any software that is required for the program, as well as luncheons and daily refreshments. Accommodation is not included.

In-company programs

For information on how AIF can add value to your organization via a tailored in-company program, please contact AIF directly at: +31 20 520 0160.

About Amsterdam Institute of Finance

AIF is a global financial innovation and education institute headquartered in Amsterdam. Through our open enrollment programs in Amsterdam and our in-company programs throughout the world, we connect ambitious professionals with the best minds in finance and other related topics. Taking part in one of our programs is a direct investment in your personal future and the success of your organization.

This is what makes the AIF experience unique:

- We believe in responsible, sustainable and inclusive finance
- Our clients, rather than profits, come first
- AIF is an independent and not-for-profit foundation, which allows us to cherry-pick our faculty from the world's leading business schools, such as INSEAD, NYU Stern, Berkeley Haas, Cambridge Judge and others
- AIF delivers top quality programs. Our alumni give our faculty an average rating of 4.6 out of 5.0
- Enrollment in one of our programs means you become part of the AIF network, connecting you to professionals from more than 1,200 organizations in over 110 countries

AIF VISION: We believe that better-educated professionals can better their world, be it their career, their organization, their sector or the world itself.