Financial Metrics, Performance Analysis and Strategic Communications Week

This Program Has Been Independently Certified and Accredited by CPD, an Internationally Recognized Certification Board

9 - 12 May 2016
Shangri-La Hotel, Singapore

2 Separately Bookable Seminars in 1 Location

Session A: Effective Financial Metrics, Scorecards, and Reports for Improved Performance Analysis and Strategic Decision Making
From Intelligent Insights to Effective Decision Making
9 - 10 May 2016 (Monday and Tuesday)

Session B: Effective Communication of Financial Reports, Dashboards and Performance Analysis to Senior Management and Board Members
Shaping Perspectives with Powerful Communications
11 - 12 May 2016 (Wednesday and Thursday)

Ted Wainman

- Formerly a Group Financial Controller and Vice President at JP Morgan, Ted is now Board Member of a growth company
- He has designed, developed and delivered workshops in over 27 countries to over 200 clients for over a decade
- Author of 2015 “How to Talk Finance”, ranked as 2015 Most Notable Business Books by UK publisher The Week
- Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW)
Ted Wainman specializes in finance, leadership and strategy, drawing on a wealth of business experience, spanning 25 years, in financial, commercial and operational roles. He is also the Author of the easy-to-follow, friendly and conversational “How To Talk Finance: Getting To Grips With The Numbers In Business”.

As a professional trainer and consultant in finance and business, Ted has worked globally in over 27 countries with over 200 clients from a wide variety of industries including:

- Allianz
- Bank of New York
- Bank of Scotland
- Carl Zeiss
- GE Finance
- Habib Bank
- J.P. Morgan
- Lloyds Banking Group
- McDonalds
- Merrill Lynch
- Nissan
- Novo Nordisk
- Qatar Telecom
- Sony
- Thales
- Vodafone
- Whitbread
- Zurich

At the same time, Ted held a board level management position in Double Take Portraits Ltd, a photographic business with a turnover of £15 million and a staff of over 600. His initial role there was as a part-time Regional Business Director, where he set up the company’s first satellite operation in 2004. He then took on the role of Finance Director where his initial task was to bring the accounting team back in-house. The enhanced management reporting brought about by Ted enabled funding from a venture capital trust and subsequent growth. The company now has studios in London, Manchester, Birmingham and Southampton. Ted remains on the company board as both a Director and the Company Secretary.

Ted’s professional career started at Ernst & Young where he qualified as a Chartered Accountant, managing audits for a wide variety of clients. He then moved to J.P. Morgan to work in the EMEA division, first as Group Financial Controller and then, on promotion, as Vice President of the European Internet Marketing Team where he completed an in-house MBA, from which he graduated with merit at the top of his class.

“Finance books don’t normally ‘grip’ me but this one is a great tool for quick clarifications of finance terms as well as more detailed illustrations to help de-mystify the world of Finance – definitely a book to have on the desk!”

- Rachel Kay, Managing Director, Thales Training & Consultancy

“An essential read for those who wish to increase their understanding of the fundamentals of finance.”

- Lee C. Johnson, Global HR Director, Croda
## EXECUTIVE SUMMARY

<table>
<thead>
<tr>
<th>Program: Effective Financial Metrics, Scorecards, and Reports for Improved Performance Analysis and Strategic Decision Making</th>
<th>Early Bird 1 (Register &amp; pay by 17 March 2016): SGD 2,595</th>
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<tr>
<td>Dates: 9 - 10 May 2016 (2 days)</td>
<td>Early Bird 2 (Register &amp; pay by 14 April 2016): SGD 2,795</td>
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**Note:** GST is applicable only to participants from Singapore registered companies. Check your eligibility for 60% Cash Back at IRAS website.

Program Essence: Many businesses measure and report on metrics that have little to no bearing on the company’s performance. Financial metrics reported and analyzed in isolation of any consideration of operational and strategic objectives are meaningless and will hinder sound strategic decisions to be made to boost your bottom line.

This intensive 2-day program is specifically designed to ‘unlock’ your potential of linking financial ratios and metrics with operational performance analysis and organizational strategies to optimize business decisions. By assessing the appropriateness of a broad spectrum of leading and lagging financial metrics and ratios, you will learn to determine and develop the most effective financial metrics and ratios that support your organization’s strategies. Your quality of reporting on trend and ability to relate to a broader audience will also be elevated by linking financial and non-financial KPIs to the organization’s strategies. Beyond that, you will master the skill to analyze and monitor business performance against strategic aspirations to help you to intelligently report on whether the business is on track and meeting its strategic aims.

At the end of the program, you will be equipped with an action plan to implement an enhanced financial performance framework and concise reporting guide that truly generates value for your business.

### PROGRAM TAKEAWAYS!

- Receive a complimentary autographed book authored by Faculty Director, Ted Wainman, entitled “How To Talk Finance: Getting To Grips With The Numbers In Business”.

Contact Admissions Office at +65 6899 5030 | admissions@claridenglobal.com | www.claridenglobal.com
Effective Financial Metrics, Scorecards, and Reports for Improved Performance Analysis and Strategic Decision Making

9 - 10 May 2016, Shangri-La Hotel, Singapore

PROGRAM INTRODUCTION

Today’s uncertain environment makes effective financial performance reporting even more critical for organizational success. Being clear about your organization’s financial performance objectives, and what financial metrics and ratios will inform you about those objectives is an important starting point to enhance strategic decision making.

This 2-day program will focus on **proven practices to effectively analyze and report on business performance** that enables sound strategic decision making. It is specifically designed for financial and business professionals seeking to **deliver intelligent reporting to senior management and the board in order to optimize business decisions.** Delegates will have the opportunity to learn about the **strategic process, explore critical success factors, KPIs and what constitutes meaningful analysis.** You will get a chance to examine a wide variety of metrics and learn to link financial and non-financial KPIs to business strategies.

You will have the opportunity to **assess your own business,** and **compare experiences and ideas with other delegates from other industries,** to come up with a comprehensive list of metrics on which to focus on. By the end of the workshop, you will be equipped with an **action plan to implement relevant metrics and introduce concise reporting** to optimize decision making that truly generates value to the business.

Faculty Director, Ted Wainman, brings a very **lively and highly interactive approach** to the subject. His expertise is combining **case studies of industry best practices** with the participants’ experience so as to give delegates the confidence to implement what they have learnt back in the workplace. Throughout the program, there will be references to many case study examples, including those from Ted’s financial and business experiences, that have helped improve the bottom line for many of his clients.

WHO WILL BENEFIT MOST

CFOs, VPs, MDs, NEDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:
- Financial Planning and Reporting
- Financial Management / Finance Business Partners / Capital Planning
- Performance Management
- Performance Reporting
- Business Planning / Strategic Planning / Business Development
- Budgeting, Forecasting & Analysis
- Management Accounting / Revenue Accounting and Controls
- Governance / Statutory & Regulatory Reporting / Policy Planning
- Corporate Financing
- Portfolio Management
- Auditing & Internal Control
- Product Control

as well as individuals from other departments who wish to increase their understanding of how to report and use financial metrics to achieve their strategic goals.

LEARNING HIGHLIGHTS

On completion of the program, you will be able to:
- **Enhance** executive **financial literacy skills** and capabilities in your organisation
- **Link** strategic objectives to leading and lagging **financial metrics and ratios**
- **Assess** the appropriateness of the spectrum of leading and lagging financial metrics and ratios
- **Apply** alternative costing systems for strategic success
- **Develop** the **suite of financial metrics and ratios** that support your organization’s strategies and decision making
- **Become a Finance Business Partner** who works constructively with line managers to plan the implementation of your organization’s financial performance framework
- **Elevate quality of reporting** to a broader both financial and non-financial audiences
Effective Financial Metrics, Scorecards, and Reports for Improved Performance Analysis and Strategic Decision Making

9 - 10 May 2016, Shangri-La Hotel, Singapore

Session 1: Strategy Process Planning
- Strategic planning vs operational planning
- Strategy formulation tools
- Delegate exercise: Translating the mission and vision into operational plans

Session 2: What Metrics to Measure and Why
- From reporting to influencing: moving up the value chain
- Autonomy & spheres of influence: controllable vs uncontrollable factors
- Delegate exercise: Defining your value drivers: understanding the value chain

Session 3: From Reporting to Influencing: Moving up the Value Chain
- Key Corporate Metrics:
  - Capital structure
  - Debt & equity; loans & bonds; liquidity & exchange rate risks
- Key Client Metrics
  - Understanding drivers of different industries
  - Occupancy; utilization; revenue; spend
  - Key accounts: client structures & influencing maps
  - Business development, opportunities & innovation
  - Customer complaints: measuring the impact of social media
  - New business & pipeline
  - RAG reporting
- Delegate exercise: Corporate and client metric identification

Session 4: From Reporting to Influencing: Moving up the Value Chain
- Key People Metrics
  - Organizational charts; headcount
  - Appraisals & performance management
  - Turnover; sickness (Bradford factor); productivity; training
  - Cost; expenses; vehicles & phones
  - FTEs; vacancies; overtime & the effect of agency labour
  - Incentive schemes & team meetings
- Key Financial Metrics:
  - EBITDA & margin / cost control
  - Budgets & forecasts
  - Zero based or incremental? Use it or lose it?
  - Operational gearing implications: flexing the business model
  - Stock / debtor & creditor days / turnover
  - Capex & capex forecasting
- Delegate exercise: People & financial metric identification

CPD CERTIFICATION DETAILS

This course has been independently certified as conforming to accepted CPD guidelines. On average, this executive program contributes 16 hours towards your CPD.

Delegates must register at the start and close of each workshop to be awarded a certificate of completion.
Session 5:
From Reporting to Influencing: Moving up the Value Chain

- **Key Risk Metrics:**
  - Cash flow forecasting & liquidity risk (working capital)
  - Solvency risk (financial gearing & swaps)
  - Exchange rate risks & commodity price risks (futures & options)
  - Country risks; industry risks; operational risks; financial risks; business risks: elimination or mitigation?

- **Key Operational Metrics:**
  - Industry specific case studies
  - Occupancy & utilization rates
  - Preferred suppliers: terms & rates

- Delegate exercise: Operational & risk metric identification

Session 6:
From Reporting to Influencing: Moving up the Value Chain

- **Key Process Metrics**
  - Wastage & obsolescence
  - Checks & balances
  - Measuring the financial impact of errors

- Delegate exercise: Efficiency vs effectiveness

Session 7:
Change Management: Business Process Re-engineering

- Industry benchmarking: pros & cons
- R&D and the product life cycle: measuring BAU vs impact of new initiatives
- Business Case Analysis: delivering value over the WACC
- Delegate exercise: The WACC in practice & determining the cost of capital

Session 8:
Creating a Balanced Scorecard

- Measuring performance: variance analysis & root cause identification
- Decision making & creating a culture of accountability
- Action planning

*During the workshop there will be a number of case studies looking at various businesses and how they have used financial & non-financial metrics to improve their decision making.*
## Executive Summary

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### Program Essence:

The role of financial professionals has become increasingly onerous in today’s data-driven world. Besides performing top quality analysis on the realms of available data, they are also expected to convey complex financial and performance results to their senior management and board members, in a clear and concise manner, to enable sound business decisions to be made.

This highly engaging program is designed for all financial and business leaders to communicate and present complex information with impact and confidence, verbally as well as visually. Starting with building effective dashboard and scorecards, you will learn to identify the right mix of financial and performance KPIs to be presented to enable tracking of performance against strategic targets, critical success factors and benchmarks to competition. You will then master the techniques to articulate complex findings and observations to a broad audience by eliminating financial jargon and express financial and performance metrics using graphics, effectively and eloquently. Heavily featuring presentation techniques, executive presence and gravitas, you will also be empowered to handle tough questions. Your ability will also be enhanced to influence and persuade when presenting corporate, business and operational strategies and related imperatives.

At the end of this program, you will be able to effectively convey your organization’s financial performance with interactive visual dashboard coupled with impactful presentation skills. You will be equipped to achieve an optimal response from your senior management and board members.

## Program Takeaways!

- Receive a complimentary autographed book authored by Faculty Director, Ted Wainman, entitled “How To Talk Finance: Getting To Grips With The Numbers In Business”.
- Participants from Program B will bring home a recorded video copy of your final presentation exercise to maximize learning experience with video playback analysis.
Effective Communication of Financial Reports, Dashboards and Performance Analysis to Senior Management and Board Members

11 - 12 May 2016, Shangri-La Hotel, Singapore

PROGRAM INTRODUCTION

Business analysis teams are increasingly being asked to sort through endless realms of available data and identify the key metrics that can be used to measure and assess business performance. As they gain greater insights into the key drivers of the organization, teams are in a unique position to influence the business through insightful analysis and persuasive arguments.

Just as the identification and analysis of data is important, so is the presentation. Top quality analysis cannot achieve the goals by itself – it must be presented in a logical and easy-to-understand manner, both verbally as well as visually.

This highly practical program is designed for all financial and business leaders to communicate and present complex information with impact and confidence, verbally as well as visually. In addition to creating an effective dashboard that can be used to control the business and deliver strategic goals, you will be equipped and empowered to present and communicate information to a wide range of financial, non financial and external audiences.

Faculty Director, Ted Wainman, brings a very interactive approach – combining latest industry best practices with high levels of delegate involvement to deliver practical outcomes. Throughout the program, there will be references to many case study examples, including those from Ted’s financial and business experiences, that have helped improve the bottom line for many of his clients. You will also have the chance to produce your own key metric dashboard and present (with video playback analysis) for maximum learning benefit.

By the end of the workshop, delegates will be able to create a KPI and KFI dashboard for their business – clearly measuring progress towards strategic goals – and have the confidence to articulate their findings clearly through an impactful presentation.

WHO WILL BENEFIT MOST

CFOs, VPs, MDs, NEDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:
- Financial Planning and Reporting
- Financial Management / Finance Business Partners / Capital Planning
- Performance Management
- Performance Reporting
- Business Planning / Strategic Planning / Business Development
- Budgeting, Forecasting & Analysis
- Management Accounting / Revenue Accounting and Controls
- Governance / Statutory & Regulatory Reporting / Policy Planning
- Corporate Financing
- Auditing & Internal Control
- Product Control

and anyone looking to improve the quality of their dashboards, presentation and communication skills from across industries.

LEARNING HIGHLIGHTS

On completion of the program, you will be able to:
- Create dashboards that communicate business insights clearly and instantly
- Apply techniques to enhance communication and presentation skills to a broader audience, be it financial, non-financial or external
- Compare alternative approaches for displaying financial and performance metrics and KPIs
- Determine the structure of your scorecard and dashboard reports
- Present a piece of performance analysis confidently to decision makers
- Map the flow of interdependent operational performance objectives
- Determine the key performance analysis information requirements of senior executives and operational managers in their organization
- Assess the performance metrics and KPIs that will inform executives and senior management about strategic and operational objectives
Creating a good Dashboard with Effective Graphs/Visual tools & Preparation work

Session 1: Fundamentals of a Dashboard
• Key elements of a good dashboard
• Report, inform, guide or advise?

Session 2: Getting to Grips with Data
• Data: your friend and your enemy
• Data v pictures
• Pie charts, line diagrams & bar charts
• Flow diagrams & alternative visuals
• Data: summary v detail

Session 3: Structure of Report
• Structuring the Report
• Root cause analysis: from what to why
• RAG reporting: setting the triggers

Session 4: Key Principles
• Budgets, forecasts, projects, prior years: month, year to date and full year
• Simplify to magnify
• Strategic goals & staying on track

DAY TWO
Presentation Skills

Session 5: Principles of Communication
• Understanding the communication model
• Key objectives of presentation: engage, inform & move
• Rationality v Logical decision making

Session 6: Key Techniques of Delivery
• Assessing the audience: identifying your allies and resistors
• Structuring the argument
• Key delivering concepts: Rate of Word Delivery & Rate of Idea Presentation
• Initial presentations (video) and feedback
Effective Communication of Financial Reports, Dashboards and Performance Analysis to Senior Management and Board Members

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Session 7:
Advanced Presentation Techniques
- Death by powerpoint: key dos & dont's in presenting
- Verbal & nonverbal communication: creating the right overall impression
- Taking questions & dealing with setbacks: creating confidence in uncertainty

Session 8:
Final Presentations and Feedback
- Final presentations (video) and feedback
4 WAYS TO REGISTER

- Email: admissions@claridenglobal.com
- Fax: +65 6567 4328
- Call: +65 6899 5030
- Website: www.claridenglobal.com

PAYMENT METHODS

BY CHEQUE / BANK DRAFT:
Made payable to CLARIDEN GLOBAL PTE LTD and mail to: 3 International Business Park, #04-29, Nordic European Centre, Singapore 609927

BY TELEGRAPHIC TRANSFER TO:
Bank Name: DBS BANK
Bank Branch code: 027
Bank Address: 6 Shenton Way, DBS Building, Singapore 068809
Bank Account No: 027-903583-8
Bank Account name: CLARIDEN GLOBAL PTE LTD
SWIFT Code: DBSSSGSG

Please note that all bank charges are to be borne by participants. Please ensure CLARIDEN GLOBAL PTE LTD receives the full invoiced amount.

Note: Please include invoice number on all payment types and your company's name in your payment instructions for our reference.

CREDIT CARD:
To make payment by credit card, please call our client services hotline at +65 6899 5030.

HOW TO REGISTER AND PAY

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment can be made by credit card, by bank transfer or by cheque. ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.

ACCOMMODATION

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

ENJOY 60% CASHBACK

Productivity and innovation Credit (PIC) scheme allows registered Singaporean businesses to claim 60% cash back or enjoy 400% tax deduction for training.

For more information, please visit http://www.claridenglobal.com/pic.php

CANCELLATIONS AND SUBSTITUTIONS

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue. Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

ALL CANCELLATIONS MUST BE RECEIVED IN WRITTEN FORM

PLEASE NOTE: CLARIDEN GLOBAL PTE LTD reserves the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled, CLARIDEN GLOBAL PTE LTD will refund the full amount and disclaim any further liability.

ENQUIRIES: If you have any queries about registration or payment please do not hesitate to contact our client services department on +65 6899 5030.

PRIVATE DISCLOSURE STATEMENT: Any information provided by you in relation to this event is being collected by CLARIDEN GLOBAL PTE LTD and will be held in the strictest confidence. It will be added to our database for the primary purpose of providing you with information about future events and services.

Visit us at www.claridenglobal.com for upcoming events

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Program Discounts

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REGISTRATION PAGE

VENUE AND ACCOMMODATION INFORMATION

Shangri-La Hotel, Singapore
9 - 12 May 2016
22 Orange Grove Road,
Singapore 258350
Tel: +65 6737 3644
Fax: +65 6737 3257
Website: http://www.shangri-la.com/en/property/singapore/shangrila