

Controlling – Interacting with support functions

WHO SHOULD ATTEND?

Controllers – Chief Financial Officers – Financial, Consolidation and Accounting managers – Accountants – Internal auditors

Prerequisites: *this training does not require any particular prerequisite.*

OBJECTIVES

- › Understand the key topics managed by support functions
- › Be able to leverage G&A related key management performance tools and monitor those tools in close collaboration with functional managers
- › Know how to evolve in an expanded cross functional role

WHY YOU SHOULD ATTEND?

- › Beyond his/her own role, the Controller needs to learn how to expand THE breadth of his/her knowledge of the company. Once key activities are under control, such as margins and working capital, Controllers need to extend their role and their reach to support functions. As an informed business partner, the Controller will be more relevant and influential when interacting with all stakeholders.

DETAILED CONTENT

› A few reminders on Controlling

- The concept of performance: effectiveness and efficiency
- Driving performance: prediction, metrics and action plans
- The various dimensions of controlling: strategic, managerial and execution
- From objectives to results: approach and tools

› Interacting with Human Resources

- Controlling worked and paid hours, optimizing worked hours
- Performance review: productivity, load/capacity adequacy
- Links with the budget: forecasting headcount and personnel cost
- Monitoring specific provisions: retirement pay, restructuring, ...

› Interacting with Insurance Department

- The different types of insurance policies
- What risks to insure and for what amount?
- Guaranties and exclusions
- Litigation examples and lessons learned

› Interacting with Purchasing Department/Procurement

- Purchase review through the P/L
- Performance review: purchasing KPIs and inventory monitoring
- The Procure to Pay process
- Links with the budget: forecasting purchases and hedging related risks

› Interacting with Property/Real Estate Department

- Real Estate portfolio: definition and strategy
- Commercial leases, rents, indexation, and charges
- The various taxes

› Interacting with Legal and Tax Department

- The various legal forms of incorporation
- Fundamentals of a company's legal environment
- Commercial contracts and tenders (eg. IFRS 15 and IFRS 16)
- Transfer pricing tax aspects: building a documentation in partnership with Tax Department

INSTRUCTIONAL APPROACH AND LEARNING ASSESSMENT

- **During the session:** alternating theoretical developments and illustrations drawn from real-life situations. Numerous exchanges and interactive quizzes during the session ensure knowledge acquisition.
- **After the session:** the trainer is available to answer any follow-up questions participants may have.

DURATION: 2 DAYS
DATES*: CONSULT US
PRICE EXCL. VAT: 1 860 €

(*) Delivery method: face-to-face, subject to change according to your requests and/or health conditions.

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