



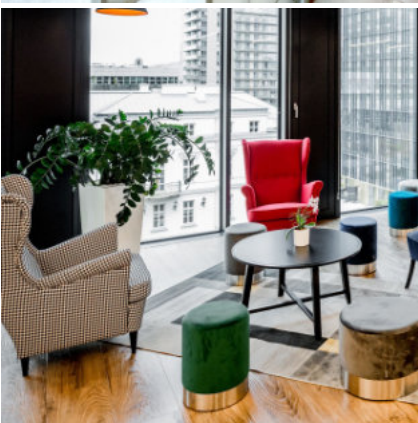
### Hard skills trainings

Accounting  
Taxes  
Controlling & Finance



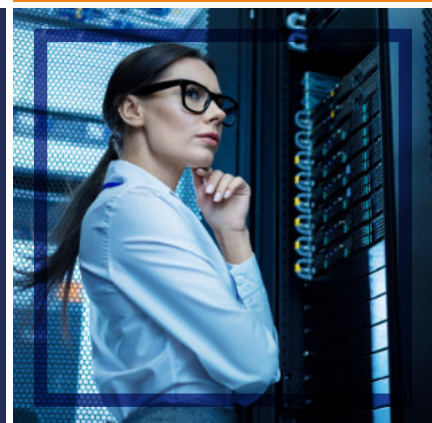
### Soft skills trainings

Business skills



### IT trainings

Cyber security  
Microsoft 365  
SAP



# TRAINING COURSES FOR SSC/GBS/CoE/BPO SECTOR

Trainings, Consulting, Motivation

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Dear Sirs,

We are one of the largest training companies in Poland. For more than 15 years, we have been providing practical knowledge by offering a wide range of training courses in accounting, taxes, finance, law, management, as well across all business and IT competencies. We complete more than 4,500 training projects every year with over 80,000 attendees, and develop these across every sector of the economy, including practical experience in working with the SSC/GBS/CoE/BPO sector.

The demand for these business support services, despite current global economic instability (war in Ukraine/Israel, the energy crisis), continues to grow. Poland has become an established leader in the provision of Shared Service Centres (SSCs) in Europe, thanks to its skilled resource base of professionals and experts who span many business sectors and functions.

These centres contribute to and play a vital role in global companies' transformation and growth strategies. To succeed, these centres need to become Centres of Excellence and partner with broader business operations to remain relevant. GBS leaders must rise to this challenge - it is important they feel a shared responsibility for change to deliver streamlined, best-practice internal processes.

ADN Akademia's activity is the global support for Shared Service Centres through the organisation of conference events and a range of training projects for managers, team leaders and team members.

Particularly noteworthy is the project implemented under our brand, the 'ADN Business Services Academy'. This is a conference aimed directly at SSC/GBS/CoE/BPO managers, where we offer a networking and workshop space for sharing practical experience from Poland and globally, in areas such as technology, automation, processes and people.

Additionally, we organise open training and closed workshops, which we tailor to our client's specific requirements. Training paths prepared in this way support the holistic development of employees, lower team turnover and drive faster acquisition of skills required to effectively lead, manage and deliver SSCs services. Based on our long-term experience in the SSC/GBS/CoE/BPO sector, we have created a special motivation and training programme, which we present in this catalogue. The programme covers two academies - for both hard and soft skills:

- **SSC Accounting Academy** - supports the development of hard skills for AP, AR, GL employees in both accounting and financial reporting accounting, as well as the basics of tax law in selected European countries and around the world. The programme is implemented at the basic and intermediate levels. The core of the Academy consists of introductory training in the basics of accounting (our 'Introduction to Accounting' course), complemented by classes in the following areas: fixed assets, accounts receivable and revenue (AR), accounts payable (AP), warehouse management and general ledger (GL). Special focus is given to end-to-end projects in the areas of P2P, O2C and R2R processes.
- **SSC Leadership Academy** - is ADN Akademia's proprietary programme called "The Leadership Academy - empower the leader to transform your business", which has been segmented into two stages and developed in relation to the SSC leader's seniority/work experience:  
The given training proposal addresses the soft skills needed to manage teams and the organization. It is targeted to leaders at all levels who want to strengthen their position in the organisation through the attendance of workshops on change management and communication in the SSC/GBS team.  
The workshop topics includes intercultural and intergenerational communication, relationship management, delegating tasks, building commitment among subordinate employees, process management and mapping, project management, stakeholder management and effectiveness of delivered services. Also of particular note are complementary modules for specific teams such as the use of artificial intelligence (AI) in business.

In summary, the learning activities we offer for SSC/GBS/BPO/CoE entities are focused on development of the company and its people and teams. We focus on practical workshops with a large number of case studies. Each class in our offer can be regrouped and further specified to meet your needs.

We already collaborate with companies such as CBRE, Zoetis, Zurich, Rockwell, BD, Fresenius, Aptiv, Metro, Schneider, Swarovski, Bayer, bioMerieux, Heineken, ING, MAN, Pandora, CIBER, VW, Philips, Samsung, Carlsberg, Amway and PepsiCo.

We encourage you to review our cooperation proposal and catalogue where you will find detailed information. We believe that ADN Akademia is a guarantee of development and success for your employees.

We warmly invite you to contact us.

Yours sincerely,

**Krzysztof Kadlec** - Member of the Management Board  
**Paulina Barwicka** - Director of the Closed Training Department  
**Karolina Podrucka** - SSC Training & Conference Specialist



# HARD SKILLS TRAININGS

1.	Accounting	5
2.	End-to-end accounting	13
3.	Taxes	19
4.	Controlling & Finance	24





## HARD SKILLS TRAININGS

# 1. Accounting

The basics of accounting with reference to the specificity of SSCs

The SSC Accounting Academy (Level I, Level II, Level III)	6
Supplementary modules (Level IV)	10

Level I, Level II, Level III

## 1.1 The SSC Accounting Academy

The aim of the entire course is to take attendees through the basics of accounting and financial reporting, covering terminology and accounting principles to more advanced aspects, i.e. the transfer of practical skills related to bookkeeping and entering entries in general ledger accounts and subsidiary ledgers.

The basic principles of accounting will be presented in an accessible and understandable way. Attendees will learn the essence of accounting through numerous examples. The course will help them understand complex issues so that they can be more self-reliant in the future in the areas in which they specialize.

## LEVEL I

### **Introduction to Accounting - practical workshops (2 days)**

It is a basic level that primarily introduces attendees to the terminology and concepts of accounting terminology and concepts and covers the theoretical aspects of accounting supported by numerous examples, mainly in the areas of receivables and payables. The aim of this part is also to introduce a comprehensive overview of the balance sheet and profit and loss account so that attendees understand the links between their work and other areas of accounting.

## LEVEL II

### **Accounting Academy (3 days)**

It is a more advanced level. Its aim is to consolidate the knowledge and skills acquired at level I as well as develop them in specific areas, i.e. understanding of general accounting principles, monthly closing procedures and write-off of receivables, confirmation of balances and collection of receivables, as well as other specific areas of accounting aspects. At the end of level II, attendees will have theoretical knowledge supported by examples of tasks performed during the training course within the presented thematic scope.

## LEVEL III

### **Accounting Academy (3 days)**

It is a practical level based on case studies provided by SSC staff. It aims to consolidate and practically apply the knowledge gained in the previous levels of the course. After completing this level, the course attendee will be an independent accountant in the areas covered by the training, with both theoretical and practical skills in the selected training topics.

## LEVEL IV

### **Supplementary modules**

Module 1) Fixed assets (1 day)

Module 2) Accounts receivable and revenue ledger (AR) (2 days)

Module 3) Accounts payable (AP) (1 day)

Module 4) Warehouse management (1 day)

Module 5) General ledger (GL) (1 day)

# LEVEL I

## Introduction to Accounting - practical workshops (2 days)

### PROGRAMME FRAMEWORK

#### Day 1

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##### 1. Introduction to financial accounting

- the accounting policy and chart of accounts-selection and application of accounting principles
- discussion on the balance sheet and profit and loss account positions
- rules and functioning of: accounting, balance sheet, profit and loss, and off-balance sheet accounts
- general ledger and use of supporting and auxiliary accounting ledgers.  
(+ discussion on the sample balance sheet and profit and loss account)

##### 2. The principles and techniques of bookkeeping - a discussion on the principle of double-entry

##### 3. Circulation of accounting documents

- discussion on the procedures related to the circulation and acceptance of accounting documents, including a discussion on the principles of authorization and explanation of any discrepancies
  - obtaining authorization in the absence of purchase orders
  - explaining quantitative discrepancies between invoices and purchases order
  - explaining differences in prices between invoice and purchase order - including the accounting discrepancies below adopted acceptable differences (thresholds)
- discussion on the necessary elements for the accounting documents for the introduction of the book (assignment of accounts, authorization, etc.)
- reading the accounting documents and purchase orders with understanding

##### 4. Accounting principles

- the principle of matching revenues with associated costs
- accrual basis
- the precautionary principle
- the principle of individual valuation
- the principle of continuity

##### 5. Prepayments and accruals

- discussion on the rules of application of prepayments and accruals
- discussion on the rules of capitalization of development expenditures during and after as well as accounting for the transaction after finishing the development process (know-how)

##### 6. Fixed assets, intangible fixed assets and depreciation/ amortisation

- discussion on the nature of the above items
- distinguishing between investment purchases and purchasing cost
- accounting for the purchase of fixed assets
- accounting for the sale of an asset and determining the result on sales
- accounting for depreciation and amortisation (explanation of the difference between amortisation and depreciation)  
(+ examples of postings of transactions related to fixed assets)

##### 7. Receivable write-offs (impairment of receivables)

- reasons for recognition of receivable write-offs
- tools used to calculate receivable write-offs
  - detailed analysis of individual balances
  - analysis of system reports - receivables aging reports. (+analysis of a sample of trade receivables aging report and sample accounting for receivable write-offs)
- principles of creating and accounting for receivable write-offs

##### 8. Settlement of cash

- booking of the bank statements
- the principles and benefits of using a cash technical account (CIT)
- accounting for manual transfers for a couple of different invoices
- explaining technical account balances at the end of the period

## Day 2

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### 1. Discussion on rules and accounting schemes for specific cases of purchase transactions

- discussion on the principles of the functioning of the purchase technical account
- discussion on the 3-way matching process (order / invoice / payment)
- trade liabilities (PO – purchase orders)
- liabilities recognized as cost provisions – uninvoiced deliveries
- trade liabilities – invoices without deliveries  
(+ examples of accounting at each stage of the purchasing process and matching documents during the process)

### 2. Sales and purchase trade rebates

- recognition of sales revenues per customer
- discussion on revenue recognition rules and allocation of sales to appropriate periods (incoterms)
- trade rebates received – adjusting costs. Discussion on the rules for calculating received rebates and their accounting scheme

### 3. Specific topics related to trade receivables and liabilities

- receivable write-offs on pending customer claims - accounting for own credit notes / customers' debit notes. Discussion on the procedure for explaining claims and introducing postings depending on the results of claims processing  
(+ sample bookings)
- the process of reconciliation of subsidiary ledgers with the general ledger
- accounting for intercompany transactions
- the process of reconciliation and explanation of the balances with contractors – discussion on the situation acceptable (explained differences)
- offsetting receivables with liabilities (the case contractor)

### 4. VAT tax

- VAT payable, VAT receivable
- general VAT reconciliation principles (+ example bookings)
- reverse charge mechanism – general rules
- VAT reconciliation periods – specific cases/ transactions (e.g. utility costs)

### 5. Realized and unrealized forex differences

- the accounting treatment of realized and unrealized exchange rates differences
- valuation of transactions expressed in foreign currencies in the accounting books
- valuation of assets and liabilities expressed in foreign currencies as at the balance sheet date
- foreign receivables write-offs

## LEVEL II

Accounting Academy (3 days)

### PROGRAMME FRAMEWORK

#### 1. Accounting principles

- the principle of matching revenues with associated costs
- accrual basis
- the precautionary principle
- the principle of individual valuation
- the principle of continuity

#### 2. Month closing [AP]

- month closing procedures – detailed discussion with examples:
  - analysis of open AP positions – reconciliation of accounts with suppliers (different kinds of open positions on the AP side (invoices, payments)/ analysis, explanation (methods and possible scenarios)
  - analysis of open AP positions – purchase reconciliation account (methodology of analysis, explanation of differences and discussion on possible solutions)
  - creating provisions and accruals

#### 3. Sales

- sales registering process (goods, services, proforma invoices)



- discussion on revenue recognition principles (incoterms) and allocation of sales to appropriate periods
- 4. Receivable write-offs (impairment of receivables)**
- reasons for recognition of receivable write-offs
  - principles of creating and accounting for receivable write-offs
  - tools used to calculate receivable write-offs
    - detailed analysis of individual balances
    - analysis of system reports - receivables aging reports  
(+ analysis of a sample of trade receivables aging report and sample accounting for receivable write-offs)
- 5. Confirmation of collection of accounts receivables [AR]**
- sending and confirming accounts with customers (legal requirements)
  - analysis, preparation and sending of payment notice documents
  - phone contact with the customer to ensure receipt of payment
  - methods and tools that help manage AR collection process
- 6. Specific topics**
- presentation of booking schemes in the general ledger for selected transactions: revenue, provisions, prepayments, accruals and booking of interests, bank statements – with discussion of the impact of these bookings on the balance sheet and profit and loss statement – month/period closing), including:
    - discussion on the characteristics of tangible fixed assets, intangible fixed assets and depreciation
    - differentiating between CAPEX and current costs
    - booking of fixed asset purchases
    - booking of fixed asset sales, including determining the result on sale
    - booking of depreciation and amortisation (incl. explaining the difference between amortisation and depreciation)
    - discussion on prepayments and accruals
    - discussion on recognition of development costs (e.g. know-how)
    - results of the financial audit and its impact on the accounting ledger (booking of auditors' adjustments, possible audit opinions)
  - self-invoicing, consignment invoices – discussion on the characteristics of these documents
  - advanced payment matching (AR/AP)
    - payment forms: bank transfers, bills of exchange, checks, compensations, prepayments and advances
    - booking of payments received on customers' accounts and matching these payments with invoices
  - trade rebates received–rebates adjusting costs. Discussion on calculation and booking scheme
  - VAT tax
    - VAT payable, VAT receivable
    - general VAT reconciliation principles. (+ example bookings)
    - reverse charge mechanism – general rules
    - VAT reconciliation periods – specific cases or transactions (e.g. utility costs)
  - realized and unrealized forex differences
    - the accounting treatment of realized and unrealized exchange rate differences
    - valuation of transactions expressed in foreign currencies in the accounting books
    - valuation of assets and liabilities expressed in foreign currencies as of the balance sheet date
  - foreign receivables write-offs

**LEVEL III**  
Accounting Academy (3 days)

The training will be delivered based on case studies provided by SSC/GBS employees. The training will be delivered in a workshop format. We suggest a 3-day workshop where specific examples will be carried out based on:

1. Accounting charts
2. Sample accounting policies
3. Sample chart of accounts currently used by SSC/GBS staff

Number of cases to be determined. We suggest that the specific topics be specified only after the completion of Level I and Level II training. On the basis of the training and the work with the attendees, we will be able to identify and advise on areas that should be specifically addressed in the Level 3 workshop.

## Level IV

# 1.2 Supplementary modules

### Module 1 – Fixed assets (1 day)

#### PROGRAMME FRAMEWORK

1. **Legal regulations relating to fixed assets, including tax regulations**
2. **Initial valuation of fixed assets**
3. **Amortisation and depreciation of fixed assets**
4. **Investment property – specification and valuation methods**
5. **Impairment of fixed assets**
6. **Leasing of fixed assets including classification and evidence (in accordance with IFRS)**
7. **Other topics related to fixed assets in use:**
  - distinguishing between investment purchases of purchasing cost – after the initial recognition
  - detachment / attachment of additional peripheral parts fixed assets
  - impairment of fixed assets – impairment estimation process
  - liquidation of fixed assets and investments by a third party assets

### Module 2 - Accounts Receivable and Revenues (AR) (2 days)

#### PROGRAMME FRAMEWORK

1. **Revenues and trade rebates**
  - recognition of sales revenues (goods and services), including discussion of pro-forma invoices
  - discussion on revenue recognition rules (including transfer of risks and rewards related to ownership and including incoterms) and allocation of sales to appropriate periods
  - granted trade rebates – adjusting revenues. Discussion of the calculation of adjustments and their booking schemes
2. **Receivable write-offs (impairment of receivables)**
  - reasons for recognition of receivable write-offs
  - principles of creating and accounting for receivable write-offs
  - tools used to calculate receivable write-offs
    - detailed analysis of individual balances
    - analysis of system reports - receivables aging reports
3. **Specific topics related to trade receivables and liabilities**
  - receivable write-offs on pending customer claims - accounting for own credit notes and customers' debit notes. Discussion on the procedure for explaining claims and introducing postings depending on the results of the examination of claims
  - the process of reconciliation subsidiary ledgers with the general ledger
  - accounting for intercompany transactions
  - the process of reconciliation and explanation of the balances with contractors – discussion on the situation acceptable (explained) differences
  - offsetting receivables with liabilities (the case contractor)
4. **Realized and unrealized forex differences**
  - the accounting treatment of realized and unrealized exchange rate differences
  - valuation of transactions expressed in foreign currencies in the accounting books
  - valuation of assets and liabilities expressed in foreign currencies as at the balance sheet date
  - foreign receivables write-offs
5. **Open AR accounts, including debtors' credit accounts and creditors' debit accounts – discussion on the existence of such situations and their impact on the accounting ledger**
6. **Analysis of open accounts in the AR ledger**

## Module 3 - Account Payable (AP) (1 day)

### PROGRAMME FRAMEWORK

- 1. Wide discussion on accounting schemes for specific cases of purchase transactions [AP] – with examples**
  - discussion on the principles of the functioning of the purchase technical account
  - discussion on the 3-way matching process (order / invoice / payment)
  - trade liabilities (PO–purchase orders)
  - liabilities recognized as cost provisions- uninvoiced deliveries
  - trade liabilities – invoices without deliveries
- 2. Differences between provisions, liabilities and accruals**
- 3. Analysis of open accounts in the AP ledger**

## Module 4 - Inventory management (1 day)

### PROGRAMME FRAMEWORK

- 1. Recording of finished products in their actual production cost**
- 2. Recording of finished products at standard prices**
  - adoption of appropriate stock standard prices
  - determining of actual production cost
  - recording of differences between actual and stock standard prices
  - reconciliation of deviations between actual and stock standard prices
- 3. Valuation of the release of goods from the warehouse**
  - valuation of inventory using FIFO/ LIFO/ average weighted methods
- 4. Reconciliation of general ledgers with auxiliary ledgers**
  - discussion on the reconciliation process using examples, with particular regard to the reconciliation of the stock module to the general ledger
- 5. Inventory write-offs**
  - reasons for write-offs recognition
  - how to calculate an inventory write-off and book in the general ledger
  - tools used for calculating inventory write-offs
    - detailed analysis of inventory positions
    - analysis of system reports – ageing/ rotation of inventory
- 6. Complaints regarding products sold**
  - replacement of defective products
  - return of the defective product and withdrawal of the buyer from the sale contract
  - transfer of the defective product from the store to the finished product warehouse
  - complaints regarding products sold in the preceding periods
  - revenue adjustment methods and rules
  - cost of goods sold adjustment methods/ rules

## Module 5 - General Ledger (GL) (1 day)

### PROGRAMME FRAMEWORK

- 1. Reconciliation of cash**
  - booking of bank statements (matching of transfers made and received with open AR and AP accounts/ positions)
  - principles and benefits of using a technical account (cash in transit)
  - posting of manual transfers for a number of different invoices
  - explanation of balances on the technical account at the end of the period
- 2. Prepayments and accruals**
  - overview of how we use prepayments and accruals

- overview of the principles of capitalization of development expenditures during and after the development process (know-how)
- 3. Provisions for liabilities**
    - principles of calculation of provisions for liabilities
    - principles regarding modification of accounting assumptions (retrospective / prospective)
  - 4. VAT tax**
    - output/input VAT
    - general rules – booking and reconciliation of VAT
    - reverse charging mechanism and how it works
    - VAT reconciliation periods for specific transactions (such as media, etc.) – i.e. tripartite deals
  - 5. Presentation of basic bookings in the general ledger (which are not AR or AP: provisions, prepayments, accruals and booking of interest – with discussion of the effect on the balance sheet and profit and loss statement – process of closing month / period) = Reconciliation of delegations with employees – documents and accounting rules**
  - 6. Corporate income tax**
    - basic assumptions and principles of calculation
    - deferred tax – what is it, how, and why do we calculate it
    - market nature of prices in transactions with related parties (objectives and basic assumptions)
  - 7. Audit of the accounting books – purpose, participants, involvement and responsibility of the accounting department, documents most often used during the AR and AP audit processes**



## HARD SKILLS TRAININGS

# 2. End-to-end Accounting

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## Accounting basics in AP perspective for other departments (2 day)

### PROGRAMME FRAMEWORK

#### 1. Introduction to financial accounting

- main AP items and their sources - AP specificity

#### 2. Circulation of Accounting Documents [AP] - training for non-AP staff

- discussion of the accounting process related to the circulation and acceptance of accounting documents, including discussion of the principles of authorisation and clarification of discrepancies (invoices with and without purchase orders) - posting to the purchase settlement accounts (explanation of differences and analysis of open positions)
- discussion of the elements necessary on accounting documents to enter postings - the process of preparing accounting documents (receipt, sorting, scanning, assignment, posting, authorisation, payment, etc.)
- types of payments, including automatic payments vs. manual (urgent) payments
- discussion of the principles and accounting schemes for specific cases of purchasing transactions [AP]
- discussion of the principles of the purchase reconciliation account (purchase reconciliation account/goods in transit received/ invoiced received without delivery)

#### 3. Purchase orders (PO) recorded in the system - discussion and settlement

- discussion of the 3 way matching process at the purchase order stage (order/invoice/payment or order/invoice/delivery)
- liabilities accrued as cost provisions (accruals/ RMB/ non-invoiced deliveries)
- invoice payables without receipt of delivery - procedures for posting and blocking of payments/confirmation of balances

#### 4. Specific areas from AP

- open settlement items including supplier debit balances - discussion of the fact of existence and implications for the accounts
- analysis of open items in the AP ledger at the end of the reporting period;
- (+ sample postings for individual entries stages of the purchasing process using technical accounts for purchase settlement, workshops for all of the above points)

## Accounting basics in AR perspective for other departments (2 days)

### PROGRAMME FRAMEWORK

#### 1. Introduction to financial accounting

- items and their sources - AR specifics

#### 2. Discussion of the principles and accounting schemes for specific cases of sales transactions [AR]

- accounting of sales invoices and basic principles of revenue recognition
- discussion of the specificity of pro forma invoices
- recording invoice payment – partial and full payment received – overview of how cash in transit technical accounts works and problems related to matching payments received from contractors

#### 3. Write-offs for receivables [AR] - training for people who do not work in AR department

- reasons for recognizing impairment losses on receivables
- rules for creating and recording receivable write-offs
- tools used to calculate impairment losses
  - detailed analysis of individual balances, analysis of system reports - receivable aging reports

#### 4. AR specific areas

- open settlement items, including customer credit balances - discussion on their existence and consequences for the accounting books
- analysis of open items in the AR ledger at the end of the reporting period

#### 5. Confirmation of balances and debt collection [AR]

- sending and confirming balances with customers (legal requirement)
- methods/ tools for managing receivables collection
  - (+ sample postings at individual stages of the sales process, practical workshops for all the above points)

## Accounting basics in GL perspective for other departments (2 days)

### PROGRAMME FRAMEWORK

1. **Accounting principles and bookkeeping techniques** - including a discussion of accounting principles necessary to properly understand and monitor the correctness of the accounting treatment
2. **Purposes of keeping books** (preparation of reports), stakeholders and their requirements
3. **Breakdown and principles of operation of:** balance sheet accounts, profit and loss accounts, off-balance sheet accounts - discussion on a sample chart of accounts
4. **Keeping books in ERP systems** - reconciliation of the general ledger with auxiliary books (analytics and synthetics) - reconciliation procedure and requirements
5. **Brief presentation of selected postings in the general ledger** (which are not entered by AP or AR departments):
  - provisions for liabilities, accruals and liabilities
  - prepayments (cost accounting, budget and tax problems) - with a discussion of the impact on the balance sheet and profit and loss account – month/period closing process
6. **Self-invoicing, consignment invoices** - discussion of terminology and the differences between the types of documents and invoices issued directly by suppliers
7. **VAT – value added tax [AR/AP]:**
  - VAT settlement - presentation of VAT accounting on purchase and sales invoices, i.e. input VAT and output VAT. Discussion of the differences between VAT receivable and tax liability at the end of the period. VAT balance on invoices to be settled in subsequent periods:
  - VAT liability and VAT receivable
  - general principles of accounting and VAT settlements (+ sample accounting)
  - specific Polish new VAT issues (white list, split payment mechanism, etc.)
8. **Exchange differences** - discussion of the existence of realized and unrealized exchange rate and basic differences calculations
9. **CIT income ta** - brief discussion of the most important issues
10. **Module of accounting tasks** to solve (regarding GL area)

## P2P processes in SSC operations (1 day)

### PROGRAMME FRAMEWORK

1. **Introduction**
2. **Legal basis of accounting in the world**
  - US GAAP
  - IFRS (International Financial Reporting Standards)
  - local balance sheet law
3. **General scope of the P2P process**
  - demand
  - collection and selection of the offer
  - order
  - delivery
  - receipt of invoice
  - invoice in the books
  - payment
4. **Purchases – documenting purchase transactions**
  - the Accounting Act and the VAT Act in the scope of documenting the purchase
  - pro forma invoice, VAT invoice, correction invoice, credit and debit notes
  - receiving purchase documents, including electronic document flow
  - automate the invoicing process - Electronic Data Interchange

- national e-Invoicing system (KSEF)
5. **Include A/P invoices in accounting books**
    - cost invoices, including accruals
    - recognition of costs by type
    - recognition of costs according to the location of costs
    - invoices for the purchase of fixed assets and intangible assets
    - purchase of materials and goods
    - account analysis settlement purchases - non-invoiced deliveries or goods in transit
    - reflect the accounts related to the purchase process in the financial statements
  6. **Accounts Payable – liabilities**
    - definition of liabilities and their measurement under balance sheet law, with particular emphasis on US GAAP
    - payment methods
    - payment process
    - recognition of payments in the accounts
    - interest on liabilities
  7. **Provisions and accruals**
    - the principle of commensurability of revenues and costs
    - cut-off test at the balance sheet date
    - cost completeness analysis
    - creation, use and release of provisions
    - disclosures in the financial statements
  8. **Financial Statements - the impact of P2P on the data contained in the financial statements**
    - sample financial statements according to US GAAP (CBRE Form 10K)
    - discussion of the structure of the balance sheet and the profit and loss account
    - impact of recognition of purchase invoices on the shape of the financial statements
    - commitment turnover ratio
    - settlement of exchange differences - payments in foreign currencies
  9. **Discussion and conclusion**

## O2C processes in SSC operations (1 day)

### PROGRAMME FRAMEWORK

1. **Introduction**
2. **Legal basis of accounting in the world**
  - US GAAP
  - IFRS (International Financial Reporting Standards)
  - local balance sheet law
3. **General scope of the O2C process**
  - contract/order
  - delivery and release of goods
  - issue an A/R invoice
  - recognize revenue in the accounts
  - payment
  - cash collection
4. **Billing - documenting sales**
  - provisions of the balance sheet law and the VAT Act in the field of sales documentation
  - pro forma invoice, VAT invoice, correcting invoice, credit notes and debits
  - electronic document flow
  - automate the invoicing process - Electronic Data Interchange
  - recognition of sales in accounting accounts



- reflect the accounts related to the sales process in the financial statements
- 5. US GAAP Revenue Recognition – ASC 606**
    - topic 606 - new rules for recognizing revenues in the light of international regulations
    - 5-step revenue recognition model
    - revenue recognition at a moment and over time
    - special cases of revenue recognition, e.g. sales with the right of return, bonuses on turnover, loyalty programs
    - profitability analysis based on the profit and loss account and balance sheet
  - 6. Write-downs on receivables**
    - the concept of write-down
    - polish regulations - KSR 4 impairment of assets
    - international regulations - IFRS and US GAAP
    - tax aspects of the recognition of impairment losses
    - analysis of the possibility of recognizing the impairment loss as a tax-deductible cost
  - 7. Financial Statements - the impact of O2C on the data contained in the financial statements**
    - sample financial statements according to US GAAP (CBRE Form 10K)
    - overview of the balance sheet structure and the profit and loss account
    - impact of revenue recognition on the financial statements
    - DSO - selected elements of financial analysis in the area of receivables trading and profitability
  - 8. Discussion and conclusion**

## R2R processes in SSC operations (1 day)

### PROGRAMME FRAMEWORK

- 1. General scope of the R2R process**
  - intangible assets and fixed assets
  - bad debts - write-downs of receivables
  - inventory valuation and inventory write-downs
  - cash valuation (calculation of exchange rate differences, calculation of accrual interest)
  - recognition of changes in capital
  - calculation and recognition of provisions
  - valuation of trade liabilities
  - measurement and recognition of financial assets and liabilities
  - calculation and recognition of current and deferred tax
  - short-term and long-term classification of assets and liabilities
  - reconciliation of intragroup clearing and trading
  - consolidation package for the purposes of preparing consolidated financial statements
  - statutory financial statements
- 2. Reporting**
  - consolidation package
  - intra-group trading and settlement reconciliations (intercompany)
  - financial statements
- 3. Fixed assets and intangible assets in the light of the Accounting Act and IFRS**
  - basic definitions
  - principles of recognition and measurement of fixed assets
    - on the date of entry into the records for the first time
    - subsequent valuation - as at the next balance sheet date
  - fixed assets under construction
  - fixed assets records for tax purposes - cooperation with the tax department
  - inventory of fixed assets (physical count)
  - impairment of assets

- basic definitions, IFRS and US GAAP regulations, example on fixed assets and intangible assets
- derecognition of a fixed asset
  - sale and liquidation
- new regulations regarding lease contracts in US GAAP and IFRS after 01.01.2019
  - new definitions
  - financial and operating leases after changes
  - identify industries for which the impact will be significant
  - example of lease settlement after changes

#### **4. Calculation and recognition of deferred tax**

- reasons for determining deferred tax
- temporary and permanent differences
- regulations of the Accounting Act together with the National Accounting Standard No. 2
- IAS 12 income tax
- examples of positive and negative transient differences
- deferred tax determination methods
- case study

#### **5. Other topics**

- differences
- write-downs of receivables (O2C)
- inventory valuation and inventory write-downs (P2P)
- calculation and recognition of provisions (P2P)
- valuation of trade and service liabilities (P2P)
- short-term and long-term classification of assets and liabilities



## HARD SKILLS TRAININGS

# 3. Taxes

in SSC/GBS/CoE/BPO sector

Tax law of selected jurisdictions within and outside the EU	20
Tax law in Poland. Academy of taxes for AP/AR/GL employees working in SSC/GBS/CoE/BPO entities	21

## TAX LAW – Training Proposal

The topics covered in the classes are broad and include issues related to the correct reporting of income and tax expense, as well as other practical accounting problems (e.g. withholding tax, use of tax credits, etc.).

The aim of the class is to summarize and systematize the participants' knowledge of income taxes after the numerous changes that have taken place in recent years.

This knowledge will be supplemented with key issues in the settlement of value-added tax.

Each thematic block forms a separate training course of varying duration (given in brackets next to the topics). In addition to discussing regulations, participants will learn about interpretations and rulings, and learn from practical examples and problems.

### Tax law of selected jurisdictions within and outside the EU

(i.e. Poland, Germany, the Netherlands, the UK, France, Belgium, Denmark, Sweden, Italy, Spain, Brazil, Argentina, Costa Rica)

\* ask about the country of interest

### VAT in accounting processes in the selected countries

#### PROGRAMME FRAMEWORK

1. Introduction to VAT system
2. Taxable persons – VAT group
3. Elements included /excluded from taxable basis
4. VAT settlement of VAT corrections
5. Taxable events
6. Time of taxation
7. Rates and exemptions
8. Legal and fiscal requirements (invoices)
9. VAT deduction and refund of foreign VAT (invoice posting vs. VAT deduction)
10. Liability to remit VAT (domestic RCM)
11. Tax obligation limitations in time
12. Reporting obligations (VAT return, ECSL, Intrastat + additional obligation)
13. Possible sanctions and fines for accountants and board members resulting from violations of VAT rules
14. Country-specific rules (VAT-postponed accounting, special schemes, changes in regulations planned or already introduced etc.)
15. Case study

# Tax law in Poland

Academy of taxes for AP/AR/GL employees working in SSC/GBS/CoE/BPO entities.

## Corporate Income Tax (CIT)

### PROGRAMME FRAMEWORK

#### 1. Tax revenue

- definition of income, sources of revenue in CIT - capital gains vs. other revenue, revenue recognized on an accrual basis vs. on a cash basis, moment of revenue recognition - practical examples
- revenue from gratuitous and partially gratuitous services
- adjustment of revenue-moment of recognition
- exemptions and exclusions from taxation

#### 2. Deductible expenses

- definition of deductible cost, documentation of expenses as a condition for recognizing the cost, direct costs and indirect costs - definition, examples
- moment of recognizing an expense as a tax deductible cost, settlement of costs over time
- employee costs - when to recognize salary and contributions in tax costs after changes in 2023
- exclusion from the costs of certain expenses paid in cash
- exclusion from the costs when payments are made to an account outside the taxpayer's white list
- exclusion from the costs in case of omission of the obligation to pay using MPP
- contractual penalties and damages - when can they be an expense?
- other exclusions from tax deductible expenses, adjustment of costs - the moment of recognition

#### 3. Representation and advertising costs

- the concept of representation and advertising on the grounds of the CIT Act, examples of promotional and advertising services and their settlement on a cost basis
- examples of representation excluded from tax-deductible costs
- documentation and evidence necessary to show the expense as a deductible cost

#### 4. Fixed assets and intangible assets

- definition of fixed asset and intangible asset, investments in third-party fixed assets
- rules for determining the initial value of fixed assets
- depreciation methods and depreciation rates, improvement of a fixed asset vs. renovation - differences and practical examples
- possibility of one-time depreciation - when and for whom is it available?
- subsidies vs. initial value

#### 5. Tax on income from buildings and tax on flipped income

- subject matter scope - which buildings are subject to taxation, rules for calculating the tax base
- tax-free amount, tax rate on income from buildings, exemptions
- tax on flipped income - catalog of taxable expenses, exemption, conditions of taxation

#### 6. Withholding tax

- principles of operation of withholding tax and the obligation of its collection by the Polish payer
- catalog of receivables subject to withholding tax in Poland
- application of double taxation treaties, principles of withholding tax collection
- certificate of residence - concept, rules of application, practical problems
- reporting and documentation obligations, due diligence in withholding tax - what it consists of and how to keep it

#### 7. Tax credits and exemptions

- research and development relief - rules of application
- relief for marketing/expansion - catalog of expenses, conditions for making deductions, practical examples
- relief for patronage - tax benefits of supporting sports, cultural and scientific activities
- relief for bad debts - rules for inclusion in the calculation of advance payments for income tax and in the annual settlement

#### 8. Special obligations in income taxes

- information on tax strategy - who is obliged to prepare it?
- real estate companies - definition, special settlement and information obligations
- transactions with entities from tax havens and transfer pricing documentation

## Value Added Tax (VAT) - Tax on goods and services

### PROGRAMME FRAMEWORK

#### 1. Paid supply of goods and paid provision of services, tax liability

- definition of supply of goods and provision of services - practical examples
- activities free of charge in VAT - taxation rules
- damages and contractual penalties - when can they be subject to VAT?
- general principles of recognizing tax liability
- the moment of delivery of goods - the importance of contractual provisions and Incoterms formulas
- moment of service provision - does the acceptance protocol matter?
- specific moment of tax obligation in domestic transactions (receipt of payment, issuance of invoice) - construction services, financial transactions, rent, leasing, utility invoicing, etc.
- structured invoice and tax obligation - discussion of practical problems related to the new type of invoice and its showing in the JPK\_V7 file

#### 2. Advance payments in VAT, deduction of input tax

- taxation of advance payment - the moment when a tax obligation arises
- advance payment for export and WDT/WNT
- rules for issuing successive advance invoices and final invoice for the same transaction
- "Zero" final invoice
- invoicing of advance payments and deliveries in a short interval - do I always have to issue two invoices?
- prohibition of input tax deduction - when can I not deduct input tax?
- due diligence as a condition for preserving the right to deduct input tax - clarifications by MF, administrative court rulings
- tax fraud - what to pay attention to in order not to fall victim to a tax fraudster?

#### 3. Tax base and its adjustment

- additional costs vs. taxable base (e.g., transportation, packaging, charging for overnight stay)
- timing of recognition of the adjustment in VAT settlements on the part of the issuer and the purchaser - current case law and interpretations after changes effective from 2021
- the correct exchange rate for converting a correction in a foreign currency
- cancellation of an invoice

#### 4. Delivery with assembly, accounting for services sold and purchased from foreign contractors

- rules of taxation and showing in JPK delivery with installation (sale and purchase)
- moment of tax obligation, settlement of advance payments
- supply with assembly and summary information
- place of supply of services - general rule for services provided to taxpayers and non-taxpayers (e.g. consumers)
- real estate services - scope of the concept (does it include warehousing, forwarding, consulting, assembly services, etc.)?
- transportation, forwarding, logistics services - rules for determining the place of supply
- catering, catering services, vehicle rental - rules for determining the place of supply
- admission and participation in international trade fairs, exhibitions, conferences and other events - how to determine the rules of taxation?
- the moment when tax obligations arise on the importation of services
- re-invoicing of international services
- 0% rate for services related to international transportation and logistics - rules of application and required documentation
- adjustments in the sale and purchase of services - when to recognize and at what exchange rate to convert

#### 5. Intra-community supply and acquisition of goods, chain transactions

- conditions for recognizing the movement of goods as WDT/WNT
- counterparty identification number as a condition for benefiting from the 0% rate
- deferred export and logistical interruption of the supply - VAT consequences
- documentation of intra-community transactions in light of current case law of administrative courts and tax authorities (due diligence in documenting the movement of goods), new uniform rules for the entire EU for documenting transactions from 2020 vs. documentation rules under the VAT Act (how to reconcile EU and domestic regulations?)
- sales through a consignment warehouse located in the country and abroad
- movement of own imported goods in another EU country
- tax liability in WDT and WNT - general rules and problematic cases (e.g., issuance of an invoice before delivery, lack of an invoice, lack of documents confirming the export of goods)
- tax base (including additional charges, e.g., transportation costs, approvals)

- adjustments in WDT/WNT - when to recognize and at what exchange rate to convert
- advances for WDT and WNT - no taxation
- conversion rates in intra-community transactions
- obligation to submit correct summary information - loss of right to 0% rate in case of failure to submit or submission of summary information containing errors
- showing WDT and WNT in JPK\_V7
- invoice and VAT deduction at WNT - planned changes under the SLIM VAT 3 package
- definition of a chain transaction
- how to recognize that you are participating in a supply chain of goods
- determining the place and manner of taxation of individual supplies in the chain (movable supply, immovable supply)
- rules for assigning transportation in a supply chain resulting in export outside the EU
- supply chain with the import of goods in the EU territory and made entirely outside the EU territory - principles of VAT taxation
- simplified procedure for intra-Community triangular transaction (ITT) - conditions for application, method of invoicing and settlement of ITT in VAT records, VAT return and summary Information

#### **6. Structured invoices and the National e-Invoicing System**

- the concept of a structured invoice
- structured invoice vs. other types of invoices (paper, electronic)
- how to send and receive a structured invoice
- voluntariness of the structured invoice in 2022 and its mandatory use from 2024
- national e-Invoice System
- correction of structured invoices



## HARD SKILLS TRAININGS

# 4. Controlling & Finance

in SSC/GBS/CoE/BPO sector

Controlling course for SSC/GBS employees	25
Finance for non-financial professionals in SSC/GBS	26
Financial analysis for SSC/GBS employees	27



# Controlling course for SSC/GBS employees

## PROGRAMME FRAMEWORK

### Controlling in the SSC

#### 1. Basis of controlling

- the essence of controlling a company
- objectives and tasks of financial controlling in a company - how controlling can support the achievement of the company's financial objectives
- operational and strategic approach to financial controlling - building an information system in a company based on accounting data

#### 2. Controlling and responsibility account

- criteria for separating responsibility centres
- evaluation and control of the achievements of cost centres, profit centres

### Cost management

#### 1. The basics of cost management

- costs and derived categories (losses, expenses, inputs) - what causes costs in a company?
- operational and strategic cost management
- the cost management cycle - organisational and behavioural aspects

#### 2. Cost classification - how can costs be grouped and presented in a business?

- according to balance sheet law and accounting standards
- for the purposes of managing a company from the point of view of SSC controlling

#### 3. Analysis of cost variability - how fluctuations in demand and sales affect the dynamics of cost changes?

- separating fixed and variable costs
- investigating the degree of cost variability

#### 4. Accounting and costing - what is the circulation and formation of costs in a company?

- accounting for indirect costs
- accounting for costs between different organisational units in the company
- unit costing

### Operational approach to cost management

#### 1. Cost and performance accounting versus cost structure management

- impact of the cost accounting system used on the operating result - which approach to take from the manager's point of view and which from the owner's point of view
- multi-block and multi-stage variable costing - examination of profitability at different levels of the coverage margin
- performance accounting for selected organisational parts of a company
- application of operating and financial leverage in restructuring and cost reduction in practice - relationship between sales, results and profitability

#### 2. Cost management versus liability

- criteria for separating responsibility centres
- evaluation and control of the performance of cost, profit and investment centres

### Resource=processive approach to cost accounting in SSCs

#### 1. Activity-Based Management

- activity-based costing
- activity-based costing - how to realistically assess the profitability of products (goods, services)
- activity-based customer costing - how to estimate customer profitability and the impact of customers on company profitability
- modern approach to time-driven activity-based costing TD ABC (time-driven ABC)
- management of the company's unused potential costs

#### 2. Life-cycle cost management - how to plan and account for costs in the long term

#### 3. Result-oriented cost management Target Costing - how to manage costs in a competitive environment

#### 4. Cost management in a continuous improvement cycle - how to manage costs the Japanese way (Kaizen)

#### 5. 45 quality costs and quality cost management

# Finance for non-financial professionals in SSC/GBS

## PROGRAMME FRAMEWORK

### 1. Basic financial terms and concepts

- financial accounting and management accounting and controlling - basic differences and practical consequences
- fundamental concepts of finance and operating costs - how to distinguish between fixed costs and variables, indirect and direct costs, overheads etc.
- regulations for reporting by various companies
- elements of the financial statements
  - balance sheet
  - profit and loss account
- relationships between the components of a financial statement
- key financial concepts (EBIT, EBITDA, cash flow)

### 2. Financial analysis of the company and its contractor - key financial indicators and their interpretation

- profitability analysis - how to examine the company's profitability
  - profitability analysis of sales (ROS)
  - asset profitability (ROA)
  - return on capital analysis (ROE)
- liquidity and bankruptcy risk analysis
  - the concept and essence of the company's liquidity
  - static analysis of liquidity based on the balance sheet
  - dynamic liquidity analysis based on the cash flow statement
- analysis of the company's asset management efficiency - how to assess the management of receivables, inventories and short-term liabilities
  - turnover and activity indicators
  - cash conversion cycle
  - working capital management problems
  - accounts receivable analysis
  - accounts payables analysis
- debt analysis - how to examine the structure and application of the capital involved in the company's activity:
  - debt ratios
  - analysis of self-financing and capital gearing

### 3. Cost accounting and cost management

- problems related to the costs of running a company
  - costs and similar categories (what is the cost or expense)
  - classification of operating costs – how are costs grouped in the company according to balance sheet law and for the managerial purposes?
  - analysis of cost variability - how to divide costs into fixed and variable and determine how sales fluctuations affect costs?
- settlement and calculation of costs
- cost analysis - which cost items should be specifically observed and analyzed

### 4. Use of financial information in company management

- evaluation of the profit and loss account - what is the impact of the applied cost accounting system on the company's financial results and profitability, and how can the financial results be controlled?
- multiblock and multi-stage variable cost account - how is the profit and loss account for selected organizational parts of the company and for particular products prepared?
- profitability analyses and profitability thresholds - how much should be sold to go out on its own?; how much should be sold to achieve the assumed profit level?
- safety of margin analysis - how much sales can be reduced in order not to go bankrupt?
- use of operational and financial leverage in controlling - how do sales fluctuations affect profit and how do changes in profit affect profitability?
- sensitivity of the break-even point - how decisions made in other departments (e.g. sales, marketing) influence the break-even point?
- operational and financial risk analysis

### 5. Basic financial estimations and investment analysis

- the foundations of financial mathematics in a nutshell

- time value of money (capitalization and discounting) – how to discount cash flows and make them comparable (future value, present value, payment streams)
- raising capital for investment projects - what is the sequence of activities performed when making investment decisions
- project evaluation methods
- accounting Rate of Return of ARR
- simple refund period PP
- complex methods of evaluating investment projects
- discounted payback period for DPP
- net present value of NPV
- internal rate of return IRR
- PI's profitability index

#### 6. Design and use of KPIs (key performance indicators) in SSC practice

- the concept of performance measurement in practice
  - the essence of measuring performance (efficiency and effectiveness) in company management
  - critical success factors
  - key Performance Indicators (KPI)
- the concept of multidimensional measurement (dashboards, scorecards, cockpits)
  - performance measurement systems
  - the assumption of a balanced scorecard (balanced scorecard BSC)
  - pros and cons and practical problems of BSC
- design of the BSC system
  - KPI integrated system design methodology
  - the establishment of a strategy-focused organisation
  - planning in the context of KPI design
  - strategy mapping
- implementation of the BSC-based KPI measurement system
  - communication of results
  - cascading the measurement to lower levels in the organizational structure
  - Use of KPIs to improve efficiency
- design of sample KPIs

## Financial analysis for SSC/GBS employees

### PROGRAMME FRAMEWORK

#### Scope of financial reporting

##### 1. The financial statements and their structure

- types and types of reports prepared in different enterprises (financial statements, tax settlements, management reports, annual report) according to the Act on Accountancy and IFRS
- the content of the individual elements of the financial statements
- how are the elements of the financial statements interrelated?
- to what extent is there an obligation to prepare financial statements?
- what are the rules for preparing the financial statements?
- what do the types of reports produced by the company depend on - what information can be required from different companies?
- informational scope of the individual reports - what is their usefulness in assessing the current and future financial condition of the company?

##### 2. The balance sheet as a basic source of information about the company's assets and ways of financing them

- principles of balance sheet construction
- discussion and measurement of individual balance sheet items
- the principle of balance sheet equilibrium
- the impact of economic operations on balance sheet items
- analytical reading and interpretation of the balance sheet
- balance sheet valuation and accounting policy - the impact of legal regulations and accounting policy on the comparability of financial statements and on the assessment of the financial condition of the enterprise

##### 3. Profit and loss account as a source of information about the company's results

- principles of the construction of the profit and loss account

- a discussion of the various parts of the income statement
- preparation of the profit and loss account in a comparative and multiple-step approach
- an analytical assessment of the company's financial performance
- is a positive financial result (profit) always a positive sign and can a profitable (profitable) company fail?
- what are the EBIT, EBITDA and EBT figures used in the context of the income statement?
- problems of interpretation of the profit and loss account

#### **4. The cash flow statement and its significance**

- principles for designing a cash flow statement
- explanation of the nature of the business segments in the cash flow statement
- drawing up the direct and indirect cash flow account
- what is the relationship between the company's profit, cash flow and cash?
- how to interpret changes in cash flows during the period?
- the sources of generating a positive cash flow balance
- an assessment of eight possible options in a dynamic assessment of the financial situation of the firm

#### **5. Other elements of financial statements**

- the content of the notes
- the rules applicable to the preparation of the financial statements
- the relevance of the additional explanations to the balance sheet and the income statement
- the nature and structure of the statement of changes in equity

### **Preliminary assessment of the financial statements**

#### **1. Structure analysis, i.e. vertical analysis**

- balance sheet
- the profit and loss account, in particular the cost and revenue analysis of the undertaking
- a cash flow statement

#### **2. Dynamic analysis, i.e. horizontal analysis and the usefulness of the analysis over time**

#### **3. Analysis in space, i.e. sector and industry comparisons**

#### **4. Links between reports in dynamics analysis**

#### **5. Preparation of a preliminary assessment of the financial condition of the company**

### **Ratio analysis of financial statements**

#### **1. Profitability analysis - how to examine the company's profitability or deficit**

- Profitability of Sales analysis (ROS)
- Return on Assets analysis (ROA)
- ROE analysis
- The weighted average cost of capital (WACC) in assessing a company's profitability

#### **2. Liquidity analysis**

- the concept and essence of the company's liquidity
- a static liquidity analysis based on the balance sheet
- dynamic liquidity analysis based on a cash flow statement

#### **3. Analysis of the effectiveness of asset management in the company - how to assess the management of receivables, inventories and short-term liabilities**

- turnover and activity ratios
- the cash conversion cycle

#### **4. Debt and financing analysis - how to examine the structure and application of capital involved in the company's activities**

- debt ratios
- study of self-financing and capital gearing
- assessment of the undertaking's solvency and financial risks

#### **5. Market indicators in the assessment of the company's condition**

- Earnings per share ratio (EPS)
- Price/profit index (P/E)
- Dividend payment rates

### **In-depth assessment and control of liquidity in practice**

- The concept and essence of financial liquidity (three aspects of financial liquidity, liquidity surplus and shortage, liquidity and bankruptcy)

- Liquidity and solvency of the company
- Can a company with appropriate levels of liquidity ratios become insolvent and bankrupt?
- Measuring liquidity (liquidity, cash efficiency and cash flow structure ratios)
- Net working capital and net working capital management strategies - how to estimate and control the demand for net working capital?
- Cash conversion cycle (rotation, receivables, liabilities, inventory)

#### **Use of financial information in managing the company's profitability**

- Evaluation of the profit and loss account - what is the impact of the applied cost accounting system on the company's financial result and profitability, how can the financial result be controlled?
- Multiblock and multistage variable cost account - how to prepare a profit and loss account for selected organizational parts of the company and for particular products?
- In-depth profitability analysis - how much should be sold to survive? How much should be sold to achieve the assumed profit level?
- Margin of safety analysis - how much sales can be reduced in order not to go bankrupt?
- Profitability sensitivity - how decisions made in other departments (e.g. marketing) affect profitability?

#### **Advanced problems of financial analysis**

- Use of operating leverage (DOL) and leverage (DFL) in financial analysis and management - how do demand fluctuations affect profit and how do changes in profit affect profitability of equity?
- Economic value added (EVA) in the analysis of the company's condition
- Market value added (MVA) and its relationship to EVA
- Synthetic methods of assessing the financial situation of the company
- Du Pont Analysis
- Discriminatory models for predicting the company's bankruptcy (Altman Model, etc.)



# SOFT SKILLS TRAININGS

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2.	Selected Business Skills Trainings	36



## The SSC Leadership Academy

Empower the Leader to Transform Your Business.

The Leadership Academy is a bespoke programme created in response to specific needs of modern business service centres. This programme will support both your aspiring and seasoned managers in leading more effectively and sustainably, responding adequately to the ever-changing market complexity and customer demands.

Effective management requires continuous development of business competences and expansion of context-specific managerial skills. In a highly competitive, ever-evolving SSC/GBS environment, this is now more true than ever and traditional management techniques are no longer sufficient.

ADN Akademia offers you a comprehensive Leadership Academy. We have tailor-made this interactive programme, based on our long-standing training experience in the sector, latest SSC/GBS/CoE/BPO feedback and current sector-specific demand, and cooperation with our SSC/GBS experts and practitioners.

When crafting their personalised version of the programme, clients can choose the MODULES they find most relevant to their type of business, the current needs of their leaders and their teams. The whole programme structure is based on practical workshop sessions and effective follow-ups emphasising implementation and real change. There is also a unique opportunity to book individual follow-up/coaching meetings in the extended version of the programme.

**This leadership programme will stay with you for life, changing the way you lead yourself, your team and your organisation.**

**Objective:** The aim of this comprehensive programme is for participants to build their leadership toolkit with deeper insight and practical skills to:

- gain a better understanding of their own leadership & communication style
- increase their ability to flex their leadership appropriately to the situation/context/ individual
- inspire, motivate and lead their teams more effectively, securing their higher engagement, retention and alignment with organisational objectives and vision
- increase their ability to navigate their teams with ease and effectiveness
- contribute to a positive culture change within the organisation

The training includes both work on self-awareness and shaping your development path according to your needs and strengths, as well as the basics of managing a company in a changing environment based on agile methodologies and a vision of strategic development of a person, team and enterprise.

**Benefits to participant:**

- improved communication, management, leadership and negotiation skills
- greater self-awareness, improved emotional intelligence and tools to continue improving post-programme
- higher retention and engagement, both for programme participants and their teams
- improved mental resilience and stress management abilities
- improved confidence and greater ability to anticipate & manage conflict and conflicting priorities
- broader perspective and ability to increase participants impact, visibility and influence, also in a board of directors' context and other crucial stakeholders

**Benefits to the organisation:**

- more effective leadership leading to better team & organisational performance
- improved conflict resolution in teams/ consensus reached more quickly
- improved communication for more effective organisational clarity and strategic effectiveness
- higher mental resilience and capability in participants contributing to improved retention and employee satisfaction
- a shift in leadership contributing to a positive culture change in your organisation, leading to more authenticity, communication and effectiveness

# The Course Structure

Three levels of advancement

## LEVEL I - Developing Leader

(Leaders with up to 5y experience)

## Level II - Seasoned Leader

(Leaders with over 5y experience)

## Level III - C-Level Management

(The Executives)

**Main blocks in every level divided into modules:**



**BLOCK I**  
LEADING  
THE SELF



**BLOCK II**  
LEADING  
THE TEAM



**BLOCK III**  
LEADING THE  
ORGANISATION



# LEVEL I

## PROGRAMME ADDRESSED TO DEVELOPING LEADERS (UP TO 5 YEARS EXPERIENCE)

This programme is for leaders who have recently got promoted to a new position or are already in the position of leaders and would like to improve their leadership and entrepreneurial skills, develop greater understanding of what is needed to build supportive, constructive relationships in their organisations.

### BLOCK I - LEADING THE SELF 5 modules

1. Basics of being a leader. Self-awareness and planning life-long development.
2. Building the leader's image and authority.
3. Strategic management.
4. Scheduling & prioritization as the way to efficiency.
5. Agility in business – antifragility and mental resilience as a fundament of modern leadership.

### BLOCK II - LEADING THE TEAM 5 modules

1. Agile team management principles in diverse and dispersed teams.
2. (Dis)functions of the teams.
3. Strategic approach to diversity – equity as a choice.
4. Creating a culture of feedback.
5. Anti-burnout: The role of managers creating a psychologically safe and high-performance teams.

### BLOCK III - LEADING THE ORGANISATION 2 days

1. Leading the organisation - what you need to know (exercise on LEAN management methodology).
2. Business models in the SSC sector.
3. Business compass in multicultural communication.
4. Process changes in SSC/GBS with special focus on organization's goals and challenges.
5. Becoming a leader of change.

\* a detailed training programme will be provided on individual request

### Supplementary trainings for specific teams – LEVEL 1

- Design thinking (2 days)
- Strategic management (2 or 3 days)
- Effective project management (2 days)
- Leader of ESG management/ Lider zarządzania ESG (PL, 2 days)
- Internal control & audit for non-auditors (1 day)
- Effective debt recovery (2 days)

## LEVEL II

### PROGRAMME ADDRESSED TO SEASONED LEADERS (LEADERS WITH OVER 5Y EXPERIENCE)

This programme is for experienced professionals in leadership positions, with previous management experience, looking to hone in on their leadership acumen to lead their teams more effectively and increase their positive impact across the entire organisation.

#### BLOCK I - LEADING THE SELF

2 days + possible follow-up after each module

1. Part 1 - Your leadership style & mindset: mental resilience in leadership; Applying coaching skills in leadership; Overcoming your fears & limitations as a leader.
2. Part 2 - Prioritisation & time management: delegating for high impact leadership; Eisenhower Matrix for effective time management; Healthy boundaries with challenging & important stakeholders.

#### BLOCK I - LEADING THE TEAM

2 days + possible follow-up after each module

1. Part 1 - High performing team: building trust & engagement in hybrid teams; SBIR feedback framework; Leading & hiring diverse teams; Team conflict resolution.
2. Part 2 - Team Charter & stakeholder mapping: RACI Matrix for accountability & responsibility to ensure effectiveness; Identifying your stakeholder (internal & external stakeholder mapping).

#### BLOCK III - LEADING THE ORGANISATION

2 days + possible follow-up after each module

1. Leading Your Business / Organisation: Addressing cultural & intergenerational differences; Bridging people & strategies; Effective change management; Dealing with stakeholder objections.
2. Leading Your Business / Organisation: Navigating SLT (Senior Leadership Team) and the Board.

\* a detailed training programme will be provided on individual request

#### Supplementary trainings for specific teams – LEVEL 2

- Effective project management (1 or 2 days)
- Managing stakeholder's expectations (1 or 2 days)
- Servant leadership (2 days)
- ESG Leader/ Lider ESG (PL, 2 days)
- Managing ESG in an organisation (4h workshop)
- Motivating others and performance management (4-5 days)
- Strengthen your change agility (workshop)
- Innovate and improve processes in new reality (4 modules x 4h)
- Presentation, negotiation & meeting skills (2 days)
- Leading with language (1 or 2 days)

# LEVEL III

## PROGRAMME ADDRESSED TO C-LEVEL MANAGEMENT (THE EXECUTIVES)

### BLOCK I - PEOPLE IN A CHANGE

1. Leadership competencies.
2. Different perspectives: manager and managed (including intergenerational perspective).

### BLOCK II - INTRODUCING CHANGE

1. Communication.
2. Carrying out changes in hybrid teams.
3. Managing conflict and resistance.

### BLOCK III - CHANGE MANAGEMENT

1. Conflict resolution.
2. Motivation & inspiration.
3. The case-studies analysis (workshop).

### Supplementary trainings for C-level Management – LEVEL 3

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- Practical steps in leading strategic/change management projects (2 days)
- Dealing with stakeholder objections (1 day)
- Servant leadership to address employee retention & engagement in a multi-generational environment (2 days)
- Strategic thinking intensives (3 modules x 4h)

1. Project management in SSC/GBS: change and risk management in a project.
2. Leadership in change management.
3. Building successful cross-cultural working relationships. Understanding cross-cultural differences to build more conscious, effective cooperation in the work-place.
4. Building motivation and managing employee engagement in an SSC/GBS structure.
5. Four generations in the labour market - how to motivate and communicate with generation Z, Y, X, Baby boomers? – WORKSHOPS.
6. Effective oral and written communication in a multinational corporation.
7. Intercultural communication and cultural differences (cross-cultural relations / diversity).
8. Culture and business: how to avoid a business faux pas, business culture in the UK and USA (\*other countries may be included)
9. Managing an employee team in the age of remote working.
10. Remote working - discussion of the topic in terms of employment law.
11. Appropriate time management and organisation of the working time of an SSC/GBS employee.
12. Delegating tasks in a complex organisation: procrastination - how to plan your time and not procrastinate consciously planned tasks?
13. The art of "small talk" in business.
14. Implementation of digital solutions / digitalisation of processes (i.e. RPA, BPM, ERP solutions).
15. Labour law in Europe and Euro-Asia.
16. Polish labour law.



# IT TRAININGS

1.	Cybersecurity	38
2.	Microsoft 365	38
3.	SAP	38

\*ask about the full list of the offered trainings



## Cyber Security

1. Fundamentals of cyber security. Fundamental principles of cyber security
2. Cyber threats at work - Webinar for employees
3. Understanding cyber security - how to stay away from cyber threats
4. Ethical hacking - in the age of cyber-attacks and digital threats
5. Social engineering - when users are the weakest link
6. Risk management in the cyber environment
  - Risk management in IT
7. Operational risk management according to good practices (ISO 31000)
8. CEH v.11 - Certified Ethical Hacker - accredited training with examination
9. Cyber security management - managerial training
10. Certified Information Security Manager - CISM - accredited training
11. CISM exam
12. Certified Information Systems Auditor - CISA accredited training
13. Certified in Risk and Information Systems Control - CRISC accredited training

## Microsoft 365

1. Business Intelligence in Excel
2. Excel in Financial Practice, Microsoft 365 in Business
3. My SQL

## SAP Trainings

1. Introduction to accounting for AP including practical approach in SAP
2. Introduction to Accounting for AR including practical approach in SAP
3. Introduction to Accounting for GL including practical approach in SAP

**NOTE!**

Curricula in this area are each time developed at the individual request of the client, based on the schemes and solutions functioning in its structure. Training courses are therefore not based on SAP test versions, but on a programme tailored to the customer's needs.

A young woman with long brown hair, wearing a white button-down shirt, is smiling and looking back over her right shoulder towards the camera. She is sitting at a conference table. In the background, other people in business attire are seated around the table, some looking at laptops. The setting is a bright, modern office or meeting room.

**WHY SHOULD  
YOU CHOOSE US?**

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## Inspiring action through appreciation of efforts

Basic  
LEVEL



SUPPLEMENTARY  
MODULES

The students with the best results receive free attendance in a training course of their choice and one of the best publications in the field of finance.

Suggested topics for the area:

1. International Accounting Standards IAS/IFRS
2. Tangible and intangible assets
3. Cash flow including CRS 1 and IAS 7

The participant with the best final result (after completion of the entire cycle of classes) will be given the opportunity to take a vocational course of their choice free of charge.

The prize applies to the course organised by the ADN Akademia with the course duration of approximately 10-16 days = 80-128 h total.

Proposed topics for courses in the area:

1. Academy of Accounting
2. Academy of Chief Accountants
3. Academy of Financial Analyst



FREE





## Programme supervisors and advisors

### Content supervisors for Accounting programmes dedicated to SSC/GBS sector



#### **Marcin Grzywacz**

**Statutory auditor entered on the KIBR list under No. 11769, ACCA Affiliate.**

A graduate of the Warsaw School of Economics and "Management 2013" - a prestigious annual managerial program run by the ICAN Institute, under the Harvard Business Publishing brand.

He gained experience in the area of accounting and auditing while working in the largest entities authorized to conduct audits operating on the Polish market, including companies with the so-called "big four". He worked in a number of managerial positions being responsible for: supervising audits of Polish companies belonging to large international concerns, developing audit methodologies and audit documentation templates, supervising the operation of the quality control system, providing technical support in the area of audit procedures for audit teams.

For many years he has carried out audits of individual and consolidated financial statements of enterprises, audits of expenditure on the implementation of projects financed from EU funds or other grants, audits of consolidation packages prepared on the basis of IFRS and HBII, attestation works based on agreed procedures, financial due diligence services, preparation of security documentation, audit of prospectuses, financial modeling, accounting consultancy, training in the area of accounting and financial audit.

The companies for which he worked include: VEOLIA Group, Carrefour Polska, Atende (ATM Systemy Informatyczne), production and commercial companies of the Belvedere Group, Nestle Waters Polska; companies belonging to the ThyssenKrupp Group and Inditex Group (Zara, Bershka, Stradivarius, Pull & Bear and others), Franke Polska, Fujitsu Technology Solutions as well as companies from the BSS sector: CBRE, Zoetis Polska, Rockwell Automation, Pandora Jewelry, Samsung Electronics, Accenture, Unilever Polska.



#### **Magdalena Maksymiuk**

**Statutory Auditor entered on the PIBR list under number 12432, ACCA Affiliate, graduate of the Warsaw School of Economics. Member of the board of the Polish Chamber of Statutory Auditors, Warsaw Branch.**

She conducts numerous trainings in the field of international financial reporting standards (international accounting standards) as well as on the basis of national accounting and tax regulations (the Accounting Act, national reporting standards, the CIT and PIT Act). She prepares candidates for the role of chief accountants on courses in advanced financial accounting and financial reporting.

An expert in electronic financial statements (including issues related to ESEF reporting (according to IAS) as well as a practitioner with extensive experience in the area of finance, accounting and taxes gained while working in international corporations from various industries (e.g. FMCG) and in various audit entities, including the so-called "big four". She is responsible for supervising financial departments, tax policy, operation of the internal control system.

She has substantively supported teams in projects in the field of IT systems development and management in enterprises. She has optimized accounting structures, including the use of SSC organization model and consolidated financial statements, including companies listed on the Stock Exchange. She is aware of the practical problems of everyday work of financial and accounting departments in companies of various profiles as well as the specificity of the work of accounting offices and SSC. She works on accounting software from the Sage and Optima groups, advanced ERP systems, such as JD Edwards, SAP, and reporting systems, such as Cognos.

She conducts trainings for companies from the SSC/GBS sector (e.g. Schneider Electric, Pandora, Zoetis, Aptiv and others), trainings dedicated to large capital groups (e.g. PGE), accounting offices, trainings for statutory auditors and others. A respected trainer who conducts classes in an interesting, energetic way based on practical examples.



### **dr Roman Seredyński**

**Statutory auditor, president of the Management Board of UHY International (London). PhD in Economics.**

He started his professional career in a consulting company, for many years he was the head of the audit department in an international auditing company. He took part in numerous projects, incl. relating to the audit of financial statements, including public companies, transformation of financial statements in accordance with IAS/IFRS and the German balance sheet law (HGB), preparation of consolidation packages, preparation of financial analyzes such as Due Diligence and business valuation. He has extensive experience in the field of IAS/IFRS in Poland and the European Union, and statutory audits of financial statements. Currently, he supervises and manages the companies that are part of the ECA Group. Author of textbooks on Polish and international accounting standards.

He conducted closed trainings for representatives of such companies as: British American Tobacco Group Polska S.A., T.U. EUROPA S.A., Santander Consumer Bank S.A., FCA Services Sp. z o.o., Mazars Polska Sp. z o.o., HINES Polska Sp. z o.o.

## **Content supervisors for Taxes programmes dedicated to SSC/GBS sector**



### **Radosław Żuk**

**Lawyer, tax advisor, award-winner in the rankings of lawyers organised by Rzeczpospolita, lecturer at the Warsaw School of Economics**

He has over 20 years of experience in legal and tax consultancy for major Polish and foreign companies and is the author of articles on tax law (Forbes, Gazeta Prawna, Pulsu Biznesu, Rzeczpospolita).

Radosław Żuk is a lecturer in postgraduate tax law studies at the Warsaw School of Economics (SGH) and MBA studies at the School of Banking in Toruń. He has been active in the training field since January 2007 and has so far conducted over 2,300 training courses on Polish and international tax law. Training topics delivered by the lecturer have included Value Added Tax, Corporate Income Tax, Personal Income Tax, Real Estate Tax, MDR, as well as Company Law.

Moreover he conducted many in-company trainings for Shared Services Center (Veolia Sp. z o.o., FCA Services Polska Sp. z o.o., Delphi Poland SA, MAN Accounting Center Sp. z o.o., Faurecia Poland Group Shared Service Center, Flint Group Belgium /ANI Holding Belgium/, Pandora SSC, PMI Service Center Europe Sp. z o.o., BMW Financial Services, Bayer Polska Sp. z o.o., Vattenfall Bussines Services Poland Sp. z o.o.) with topics such as "Value Added Taxes in cross- border transactions – practical workshop", "Value Added Tax (VAT) and Corporate Income Tax (CIT) in selected European countries" (UK, Finland, Germany, The Netherlands, France, Belgium, Czech Republic and the others).



### **Marcin Chomiuk**

**Managing Partner at ADN Podatki Sp. z o.o. Tax Advisory Company.**

Licensed tax advisor, practitioner with nearly 25 years of experience, who gained professional experience while working at Artur Andersen and PricewaterhouseCoopers (PwC). For the last 9 years of work at PwC, he was a partner responsible for advising on indirect taxes in PwC and for the advisory team for financial entities. As part of his work, he has advised both major multinationals and local Polish companies.

Marcin in a co-author of the first commentary on EU VAT regulations on the Polish market (VI VAT Directive – currently Directive 112) and author of many publications in daily and specialised press.

Co-author of the study program and academic lecturer of tax postgraduate studies at the Faculty of Law of the University of Wrocław and the Warsaw School of Economics. As an independent expert of the Lewiatan business organization, he represented the interests of business entities in the Ministry of Finance and Parliament committees. He won the case of BGŻ Leasing (C- 224/11) before the CJEU concerning the method of VAT taxation of insurance services sold on the occasion of leasing services, which changed the leasing market in Poland. Awarded as the best VAT advisor in Poland.

He conducted trainings for such companies as: Shell Polska, Carlsberg Polska, Oxygen4Finance, BorgWarner Mobility Poland, Whirlpool Company, Lufthansa, Pratt & Whitney.



### **Agnieszka Pabiańska**

**Certified tax advisor, professional tax trainer, co-owner and a partner at Tax Harmony.**

She is a graduate of the Faculty of Law and Administration at the University of Lodz. She gained professional experience working in consulting companies (mainly at the "Big four") as well as, where she coordinated and managed a number of complex and cross-cutting projects and high-profile cases, as well as in the Tax Center of Excellence (BPO). She has as strong experience in advising a wide range of clients from SSC/BPO industry in the areas of application of international tax legislation.

She has conducted hundreds of training courses in Poland and abroad, mainly for clients from the SSC/BPO industry. Her area of expertise consists of providing tax advice to businesses on a day-to-day basis with a special focus on indirect tax (among others EU VAT), e-commerce and customs matters. Agnieszka represents Clients in proceedings with tax authorities and appears before administrative courts. She is also an author of several publications in the field of tax law. Agnieszka writes a blog: "jakopodatkowac.pl"

## **Content supervisors for Controlling & Finance programmes dedicated to SSC/GBS sector**



### **Associate Professor, dr habil. Bartłomiej Nita**

**holds his Ph.D. in economics and financial management and works as an associate professor in the Institute of Accounting in the Faculty of Management, Computer Science and Finance at the Wrocław University of Economics. He also studied finance and accounting at the University of Limerick in Ireland.**

He delivers advisory services for various companies and institutions. He is the author of many economic studies and restructuring programs for enterprises and institutions as well as books on in corporate finance, controlling and management accounting. He also deals with corporate valuations for the purposes of ownership transformation and the Economic Court. He designs systems of controlling, accounting and financial management.

He is also a business coach, and as a trainer explains complex issues in a clear and understandable manner with passion and commitment. In order to enhance his training competences he graduated from the School of Tutors. He delivered training courses for several Polish and foreign businesses, including Polish Telecommunication, Metsa Tissue, Axel Springer, International Paper Polska Sp. z o.o., POCH Polish Chemical Reagents, DS Smith Polska S.A., Idea Getin Leasing S.A., Rockwell Automation Sp. z o.o. He teaches at Executive MBA Program in Poland (Warsaw Business School) and abroad.

## **Content supervisors for Business Skills programmes dedicated to SSC/GBS sector**



### **Emilia Brzóška**

**Director of Commercial Projects, focused on People & Culture area.**

A financier by education and psychological safety promoter by passion. Activist for programs on equality and diversity in organizations. She supports companies in creating the best possible environment for their employees by educating on how to strategically approach mental and physical health care in companies. She also supports HR/EB/PR/ DE&I in building a unique/diverse work environment.

For over 10 years she has been working in the finance and high-tech industry (PayPal, BillBird, GTECH/IGT) to become business advisory. She is experienced in cooperation with managers and teams from various industries and has conducted trainings for such companies as: Astra Zeneca, Fresenius Kabi, GSK - Haleon, Genesis, mBank, Neuca, Orange, Pepsico, Santander, BNP Paribas.



### **Ewa Ulicz**

**Mentor, Trainer and D&I and employer branding Expert, GrowSPACE POLAND, IGT Poland**

Business Development, Marketing, PR and D&I expert with over 20 years of experience. Active in a business – started the career from managerial positions at fin techs, took care of products and business products development, sales, and marketing, up to CMO position. Enthusiastic about humane approach to management. She advises partners on strategic approaches to business and HR related areas (talent development, PR, EB).

She conducted trainings for such companies as: Astra Zeneca, Fresenius Kabi, GSK - Haleon, Genesis, mBank, Neuca, Orange, Pepsico, Santander, BNP Paribas.



### **Paweł Bonar**

**An expert in internal control, audit, finance, and accounting**

proved by years of experience and educational background More than 15 years (various positions) in BIG4 and SSC/GBS organizations (7+ years as Head of SSC). An expert in defining, implementing, and developing of GBS. He worked on managerial positions of such SSC/GBS as: Inchcape plc, Eltel Group Shared Services Centre, Schneider Electric Polska as well as an audit Associate in PwC.

Paweł is a visionary with 'I can do' attitude; he is a big fan of process improvements and RPA/automation. An inspiring leader who believes in the power of teamwork. A believer in knowledge and constant development – lean certified trainer, a coach, and a mentor. MBA graduate, Certified Internal Auditor. Helping others as coach/mentor/consultant. His motto: don't think about failing (I catch you), think about flying).



### **Natalia Mańk**

**Executive Leadership Coach**

Natalia has over a decade of experience in coaching and leadership development for top global business schools, such as London Business School and IESE in Spain. Natalia's mission is to support leaders in their ambition to marry profitable business decisions with inner drive for integrity & positive transformation. Her coaching clients are industry leaders in banking, legal, software, utilities, med-tech, and automotive. An empowering keynote speaker, Natalia is passionate about diversity & equity on boards, overcoming executive loneliness and bringing human connection back to the centre of global business. Her previous roles include executive positions in business development, where she designed global market strategies and operating plans. She also led on strategic relationship development with professional bodies and global partners in challenging settings. Natalia has a solid understanding of global financial institutions, equity derivatives and international trade.

An accredited executive coach, Natalia also holds a Postgraduate Degree in International Trade, Law & Policy Making and a Master's Degree in Indian Linguistics & Philosophy. She has lived and worked in six countries across three continents. A life-long learner, Natalia speaks six languages and is as keen on economics and global trade as she is on yoga and art. Sample clients: Credit Suisse, BMW, Generali, Centrica, African Development Bank, Fladgate LLP, UNICEF; Telefonica, Total, IRIS Global. Sample projects: Empowered Manager Programme facilitation and delivery for Centrica (2023), Team Coaching Intensives design and delivery for IRIS International Executive Team + Individual Coaching (2021-23), Coaching Board Members of Patterson Med-Tech ahead of M&A (2022-23), Co-design & delivery of High-Performance Leadership modules in Leadership 4 Growth Programme for Enterprise Ireland (2019), Effective Communication in Stock Market Trading and Multilateral Negotiations design & delivery for Credit Suisse (2014).



### **Radek Mierzejewski**

**Radek is a senior executive with 25 years' global experience in financial leadership, governance, and change management.**

Radek's experience includes senior executive positions in Europe, Australia, and New Zealand where he held such roles as CFO, Managing Director, and Vice President in multinational corporates. His more notable achievements are the successful \$100m IPO of Nanosonics on the Australian Stock Exchange (2007), being awarded Deloitte Fast50 for growing a start-up company in New Zealand to a multimillion-dollar business (2016) and receiving several recognitions in the GBS/SSC industry including the ABSL Business Excellence Diamond Award for DFDS Polska in 2017 and Innovation Award in Herbalife Nutrition in 2022.

He is currently a director in several privately held companies and is elected member of the Audit Committee of ABSL. Radek started his career as an auditor in New Zealand, completed his MBA through University of Otago and Copenhagen Business School and is a qualified Chartered Accountant. Radek also holds a Bachelor of Commerce degree (accounting) and a Diploma for Graduates (finance).



### **Ewa Tylman**

**Mentor, coach, trainer, mediator with more than 20 years of experience in management positions in diverse sectors such as insurance, medicine, cosmetics, education.**

As the owner of her own educational company, Ewa has developed comprehensive competencies in management fields. Her practice in mentoring and coaching is based on a deep understanding of management processes, personal and professional development processes, which makes her able to effectively support her clients on their journey to success. She has guided companies from a variety of industries, including rentcar company Flex, dental company Dental Fraternity, Havas media, dermatology chain company of Dr. Ewa Chlebus, technology company Extensa as well as multiple law firms.

She specialises in the creation and implementation of development programmes for executives, improvement of managerial competences, adaptation to the role of manager, motivation, development of sales skills, effective work organisation, career coaching, individual development programmes, mediation and conflict management.



### **Phd Sylwester Pietrzyk**

**Business practitioner trainer, mentor, coach, business consultant, since 2006, holding an International Certificate Management Trainer Certificate (2000), graduate of the Postgraduate Studies in Human Resource Management at Warsaw School of Economics (2005). Participant of trainings for coaches conducted by CTI in London, and In Dialogue in Copenhagen. Phd of management in knowledge management area (2019).**

He has experience in managing business units (i.e. in financial sector - a UK company listed on London Stock Exchange); on positions such as a project manager, manager of the sales team, internal trainer, and a specialist in the Ministry of Finance. He specializes in Train the Trainer training projects, managing teams, giving presentations and public speech.

He conducted more than 2,500 days of training and workshops for business and public administration, which received very high evaluation. Participants confirm that the training projects are carried out dynamically in a fantastic atmosphere and with lots of interesting examples. Privately, he says the trainer is doomed to constant development, which explains his addiction to reading business literature by Ken Blanchard, Leslie Rae, Peter Ducker and others. He had classes with students at postgraduate and MBA studies at Prof. A. K. Kozminski University. Speaker at numerous HR conferences. He collaborated with Oficyna Ekonomiczna, BECK in terms of reviewing publications in the field of management and training. Since 1999, an active Member of the Association of Trainers and Consultants MATRIK and PROMENTOR. Since 2012, a trainer at the coaching school in the module on the evaluation of training effectiveness. A registered lecturer of the Regional Chamber of Legal Advisors. Author of the book "Knowledge Management in age of seniorialisation" and over 100 business management articles.



### **Michał Kanarkiewicz**

**Teaches the secrets of strategy and chess**

Business consultant, chess player and author of seven books. He hosts his own programme "The Royal Game" on Kanal Sportowy, Poland's biggest YouTube sports channel. He drew in simultaneous chess exhibitions in 2020, with the twelfth world chess champion Anatoly Karpov, and in 2023, with a team of super grandmasters led by Magnus Carlsen - the strongest chess player of all time.

He has worked for brands such as: Volvo, EY, PwC, Siemens, L'Oréal, Heineken, Eurovia, ING Bank Śląski, UBS, Alior Bank, Bank Pekao, Bank Millennium, mBank, Santander Bank, Warta, UNIQA, PZU, KGHM, Luxmed and Lufthansa.

## ADN Akademia – Why us?

We have been working for many years with SSC/GBS companies, thanks to which we have extensive experience in organising training and workshops for the sector. We guarantee top-class lecturers – practitioners from the SSC/GBS/CoE/BPO areas.

- More than 300 experienced lecturers and consultants
- More than 50 permanent staff at the disposal of our clients
- Multi-million pound annual turnover is a guarantee of stability during the cooperation
- Several hundred closed training courses each year (including a significant proportion for the BSS sector)
- More than 100,000 trained attendees
- Training courses and workshops conducted in Poland and abroad
- Growing group of satisfied clients
- Leader of training services in the country



### As part of our activities we organise:

Conferences/seminars, open trainings and closed trainings, industry trainings, business trainings, off-site and on-site training, professional courses and postgraduate studies. We provide our clients with full organisational facilities located in a modern office building in the centre of Warsaw, i.e. in Browary Warszawskie. We have a total of 25 conference rooms (from several-person, through spacious training rooms to a 500 m2 ballroom). On the ground floor there are original concepts of restaurant and on the two levels of the underground garage there are nearly 300 parking spaces for attendees of our training courses.



# WE ARE THE MARKET LEADER



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among training



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Experience



**800 thousand**  
trusted customers

## WE ARE THE WINNER OF MANY AWARDS

We are one of the largest training companies in Poland. Our team consists of experienced managers of the most recognized training and consulting companies operating on the Polish and international market. We work with a group of nearly 300 lecturers; we provide our clients with over 50 permanent staff; we organize several hundred closed training courses each year. We put emphasis on the practical aspects of the presented solutions, thanks to which the trainings, courses and workshops we offer are a useful and valuable source of knowledge.



## WE OFFER DIFFERENT DIRECTIONS OF DEVELOPMENT



Conferences



Trainings



Professional  
courses



Postgraduate  
studies



UE projects







**ADN Akademia Sp. z o.o. Sp. k.**

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