

Train your team and gain huge savings - see back page for details

# Professional Development for the Accounts Team:



## Seminar 1:

# Managing Credit, Accounts Receivable and Debt Recovery

➔ Essential tools for collection, process and credit management

8th and 9th October 2009, Duxton Hotel, Wellington | 14th and 15th October 2009, Mercure Hotel, Auckland

## Seminar 2:

# The Effective Accounts Assistant

➔ The essential training forum for your accounts department

12th and 13th October 2009, Mercure Hotel Auckland | 11th and 12th November 2009, Museum Hotel Wellington

## Seminar 3:

# Effectively Managing & Organising Accounts Payable

➔ Improving efficiency, productivity and processes

27th and 28th October 2009, Mercure Hotel, Auckland | 9th and 10th November 2009, Museum Hotel, Wellington

## ➔ TRAINER:



**Kevin Lee, Director**  
Business Skills Training

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**Conferenz**  
Management Training

# Managing Credit, Accounts Receivable and Debt Recovery

Essential tools For collection, process and credit management

➔ 8th and 9th October 2009, Duxton Hotel, Wellington | 14th and 15th October 2009, Mercure Hotel, Auckland

## Managing credit and debt collection: Why is it important and how does it add value to your organisation?

- Understanding the purpose of Credit Control and Debt Collection
- Why it is important to collect your money on time
- Defining the three stages of credit
- How Managing Credit, Accounts Receivable and Debt Collection links into the supply chain
- Critical success factors for Accounts Receivable teams
- Practical exercise

## Developing a successful credit policy and collection process

- Creating a comprehensive credit policy for your organisation
- Credit policy and the risk management cycle
- Developing and maintaining your organisation's credit policy
- Understanding the role of credit policies and credit procedures
- Tools and techniques for successful debt collection
- Debt escalation procedures and the collection ladder
- Working in with your organisation's sales department for successful outcomes
- Default assessment procedures and options
- Using early payment incentives, customer rewards and receivable team incentives for successful outcomes
- Designing a good credit application and critical terms that you should include
- Assessing a customer's creditworthiness: A checklist of factors that you should utilise
- Practical exercise

## Strategies for handling customer behaviours

- Examining the mindset of debtors and why they do not pay their debts on time
- Techniques for dealing with customer excuses
- How to handle common responses, lies and delaying tactics
- Managing disputed accounts correctly
- The four steps for resolving disputes
- Tips for negotiating to gain agreement
- Essential aspects of payment arrangements
- Communication methods: written, telephone, in person and email
- Advanced communication techniques: using personality profiling to determine your communication approach and obtain the outcomes you want
- Practical exercise

## Making sure your own house is in order: Key areas where performance, efficiency, accuracy and security can be improved

- Techniques to increase efficiency for Credit Collection

- Tips for improving staff productivity
- How to make time for "value-added" tasks as well as routine tasks
- Effective filing techniques: How to set up a records system that gives you access to vital information
- Developing effective performance measures for Credit Management and Debt Collection
- What steps can you take to minimise fraud in Accounts Receivable and Debt Collection?
- Practical exercise

## Using financial and non financial information to identify and manage the risk of default

- Due to the nature of customer credit, you cannot eliminate the risk factor entirely. There are a number of things you can do however, to minimise that risk and monitor it on an ongoing basis.
- Understanding the types of available information
- Fact vs hearsay
- Internally generated information vs externally generated information
- Leading vs lagging indicators
- The need for and usefulness of trade references
- The advantages of using third party reports
- How to analyse balance sheets of key customers
- Understanding the significance of the key numbers
- Using financial ratios to determine credit risk and underlying financial performance
- Benchmarking against industry norms
- Identifying situations where the "numbers" may not represent what you expect
- The difference between published accounts and monthly management accounts
- Understanding the need for customer visits
- The importance of field sales reports
- Detecting early warning signals and strategies to counter them
- Investigating ways in which industry groups can improve the quality of your "early warning" systems
- Practical exercise

## Examining the legal aspects of credit management and debt recovery

- Examining the court structure and the costs of taking action
- Disputes tribunal
- District court
- High court
- The steps required for a court judgement
- Identifying the correct documents to initiate proceedings
- Notice of proceeding
- Statement of claim
- Affidavit of service
- What are the avenues for enforcement?
- How to file for bankruptcy

- The requirements for receiverships and company liquidations
- Practical exercise

## Key communication techniques

- Identifying successful communication methods for dealing with other people
- Techniques for working with difficult people
- Using the collection waterfall to resolve problems arising within your organisation
- Examining potentially difficult situations that may arise
- Practical exercise

## Tips for effective credit management and collection

- Integrating the psychology of customers into your debt collection process
- Selecting the best communication method
- The importance of escalation procedures
- Detecting early warning signals and initiating the right strategy to counter them
- Collecting and improving the quality of information
- Understanding your rulebook: The vital role of credit policy and collection procedures
- The importance of a taking a proactive approach
- Effectively measuring performance and raising the profile of Credit Management and Debt Collection
- The do's and don'ts of credit collection

**Trainer:**  
**Kevin Lee,**  
**Business Skills Training**



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**Seminar 2:**

# The Effective Accounts Assistant

Enhance your personal profile and extend your area of influence

➔ 12th &amp; 13th October 2009, Mercure Hotel, Auckland | 11th &amp; 12th November 2009, Museum Hotel, Wellington

## Accounting refresher

- The purpose of finance
- Accounting rules
- Practical exercise: To demonstrate the need for accounting rules

## Strategies to achieve accurate and timely close-off

- Planning for timely month-end and tips to shorten your close-off period
- Standardising procedures and simplifying the process – getting your files in order
- Learning how to delegate tasks to other staff members involved in the process
- Preparing subsidiary information away from the close-off period to free-up more time
- Using estimates and accruals effectively during your close-off period
- Looking at the reports that management actually use and eliminating unnecessary information
- Managing the year end cut off
- How to avoid stock counts and valuation hold-ups while waiting for stock figures
- Debtor/creditor reconciliations

## The essential tax update for the accounts assistant

- GST: Ensuring that your procedures are up to date to account for obligations under changing employee tax and GST requirements
- Income tax and IRD filing
- Managing provisional tax
- Recent IRD statements and rulings – avoiding the pitfalls
- Common mistakes and compliance issues found during tax audits
- Practical exercise: How to calculate a GST return

## Fringe Benefit Taxation (FBT): Everything you need to know

- An overview of the workings of the multi-rate system
- Examining FBT calculations on motor vehicles
- Looking at the relationship between FBT, GST and income tax
- Practical exercise: How to calculate a FBT return

## Purchasing and recording expenses

- Effective purchasing and how to save money
- Purchasing procedures and authority levels
- The distinction between capex and opex
- Recording expenses in the fixed asset register
- Internal and external auditing
- Practical exercise: Completing an expense claim form

## Practical techniques to help you improve your accounts payable systems

- What AP techniques can you implement in your accounts department to increase efficiency?
- Staffing requirements for accounts payable: How can it be made more effective and profitable?
- Capitalising on technological developments to enhance the operations of your AP department
- How can you make time for the “value-added” tasks as well as the routine tasks?
- Techniques for successfully minimising manual work and improving processing methods
- Developing effective AP management reporting tools in your accounts department

## Successfully managing credit receivables and collections

- Creating a comprehensive credit policy for your organisation
- Tools and techniques for successfully managing and maintaining your credit policy
- Designing a good credit application and critical terms that you should include
- Assessing a customer's creditworthiness: A checklist of factors that you should utilise
- Working in with your organisation's sales department for successful outcomes
- Analysis of the different collection techniques available and their comparative strengths/weaknesses
- Using early payment incentives, customer rewards and receivable team incentives for successful outcomes

## Effective management reporting skills

- Where to obtain financial information
- Understanding cost centre statements
- The importance of permanent and timing variances
- The use of financial projections as an effective management tool
- Using Key Performance Indicators in your management reports
- How to use the balanced scorecard
- Providing the information that management and the board actually require
- Practical exercise: How to use financial information and financial reports
- Interpretation of financial statements
- How to interpret published accounts
- How to use the non financial information

### Trainer:

**Kevin Lee,**  
Business Skills Training

## Conferenz – Proudly NZ Owned, Sustainable and Supporter of our Community:

Conferenz is proudly 100% New Zealand owned and operated, with a strong commitment to leadership in sustainable business practices, whether it comes to the community or the environment.

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Conferenz also supports the **Whakaangi Landcare Trust's** kiwi conservation in its establishment of a kiwi conservation area. Whakaangi is near Hihi in Northland and is home to the northernmost population of North Island Brown Kiwi.

# Effectively Managing & Organising Accounts Payable

Improving efficiency, productivity and processes

➔ 27th and 28th October 2009, Mercure Hotel, Auckland | 9th and 10th November 2009, Museum Hotel, Wellington

## Accounts Payable: Why is it important and how does it add value to your organisation?

- The purpose of AP
- Critical factors for successful
- The importance of authority limits

## Accounts Payable: Key areas where performance, efficiency, accuracy and security can be improved

- What AP techniques can you implement in your accounts department to increase efficiency?
- Staffing requirements for AP: How can it be made more effective and profitable?
- Capitalising on technological developments to enhance the operations of your AP department
- How can you make time for the “value-added” tasks as well as the routine tasks?
- Techniques for successfully minimising manual work and improving processing methods
- Developing effective AP management reporting tools within your accounts department

## Integrating purchasing and Accounts Payable to create an efficient procurement process

- Closing the loop between procurement and AP to create a total procurement process
- Working with purchasing and your suppliers to cut payment transaction volume and reduce transaction cost
- Using techniques such as summarised bills for your suppliers
- Automatic matching of purchase orders, delivery notes and invoices
- Making the link between capex and AP
- Re-engineering AP to support your procurement strategies

## Streamlining your expense processing: Making sure your expense processes flow smoothly

- Key expense processing processes, tips and tricks
- Learning to quickly identify discrepancies in expense claims
- Mastering the art of reducing ASAP invoice processing
- Effective techniques for stopping those “I need a cheque today” interruptions
- Is the P-card right for your organisation? An analysis of the pros and cons of purchasing cards
- Effective checks and balances for avoiding abuse of P-cards
- Examining the pros and cons of different payment methods

## AP systems: An insight into how technology is changing the operations of AP departments

- Examining data capture, workflow and document management
- Integration of placement into electronic format of the purchasing & AP systems
- Electronic invoices, purchase orders and shipping documentation
- Effective AP management and how to detect and correct out-of-tolerance transactions
- Transaction resolution (the end to end process from purchase orders to payments)
- How to make adjustments that do not wreak havoc to related systems and processes
- Why it is important to back up AP and other financial data
- Looking at the current and future trends in transaction processing

## Maximising your time and cash resources

- The importance of maintaining accurate AP records and its effect on cash flow forecasting
- Are the results of AP policies and procedures effectively measured and is cash flow maximised?
- Did you get what you paid for? How to ensure you don't pay for goods and services until problems are resolved
- Techniques for helping to eliminate duplicate payments
- How to ensure that your agreed payment terms are a “win-win” situation
- Determining if an early payment discount is a good deal
- Developing a tracking system that follows an invoice from receipt, through approval and payment
- Strategies to achieve accurate and timely close-off
- Planning for timely month-end and tips to shorten your close-off period
- Standardising procedures and simplifying the process – getting your files in order
- Learning how to delegate tasks to other staff members involved in the process
- Preparing subsidiary information away from the close-off period to free-up more time
- Using estimates and accruals effectively during your close-off period
- Looking at the reports that management actually use and eliminating unnecessary information
- Year end close-offs: Strategies and tips to make it easier
- How to reconcile the AP ledger to the general ledger

- Techniques for counteracting employee/customer fraud and theft
- Successful methods for inserting more checks and balances into AP processes
- Developing a step-by-step fraud prevention strategy
- Building an awareness of the consequences of fraud within your organisation
- Developing effective internal controls within your AP function:
- Division of responsibilities
- Rotation of duties
- Procedures and reviews
- Management accountability
- Internal audit

## Effective filing techniques: How to set up a records system that gives you instant access to vital information

- How to build a system that coordinates control numbers through the entire payment process
- Coordinating expenses with accounts and budgets in your business records
- How to protect confidential records and ensure that they don't fall into the wrong hands
- How to make your records available to those who need them, while protecting against lost, misplaced and misused files
- What are the IRD record keeping requirements?
- What are cost centre reports and project reports and how is the information collected?

## Key communication techniques: How to gain cooperation and deal with problems if they arise

- How to ensure that information flows easily between your department and your entire organisation
- Techniques for efficiently getting approvals, authorisations and signatures
- How to deal effectively with the difficult people that you encounter
- Improving AP's effectiveness, service and recognition within your organisation
- Examining potentially difficult situations that can arise in AP
- Resolving problems while benefiting the employee, the AP department and the organisation as a whole team

**Trainer:**  
**Kevin Lee,**  
**Business Skills Training**



# Professional Development for the Accounts Team:

## Managing Credit, Accounts Receivable and Debt Recovery

8th and 9th October, Wellington  
14th and 15th October, Auckland

### Key Learning Objectives:

- Implement a practical and comprehensive credit management strategy
- Assess and manage credit risk on an ongoing basis
- Utilise strategies to improve debt collection
- Communicate clearly and effectively with customers and staff within your organisation
- Understand the mindset of customers and how best to collect overdue debts
- Organise your paperwork and records and make them accurate, accessible and easy to follow
- Manage the legal aspects of debt recovery
- Identify a practical approach for balancing credit risk and customer relationships
- Understand the do's and don'ts of credit collection

## The Effective Accounts Assistant

12th & 13th October, Wellington  
11th & 12th November, Auckland

### Key Learning Objectives:

- The key issues impacting your day-to-day AP function
- Effective strategies and techniques to dramatically improve the efficiency and productivity of your AP systems and procedures
- Credit policy and managing credit collections and applications
- Essential strategies to achieve accurate and timely close off
- Updates on the specific tax issues facing the accounts assistant
- Vital tips on payroll management: How to operate the payroll function efficiently
- Fringe Benefit Taxation (FBT): Everything you need to know
- Successful techniques for managing credit receivables and collections

## Effectively Managing & Organising Accounts Payable

27th and 28th October, Auckland  
9th and 10th November, Wellington

### Key Learning Objectives:

- Fully understand the key issues impacting your day-to-day AP function
- Use effective strategies and techniques to dramatically improve efficiency and productivity of your AP systems and procedures
- Utilise essential strategies to achieve accurate and timely close off
- Gain an insight into how technology is changing AP processes
- Create a smooth-running payment system that saves time, money and resources
- Master effective communication skills for gaining cooperation in the AP process

## TRAINING METHODOLOGY

These intensive 2-day master classes will combine tutorial sessions and case studies with interactive learning exercises. All attendees will be provided with a workbook and a certificate of completion. There may be some pre-seminar materials for use throughout the course.

### TRAINER:



**Kevin Lee, Director,  
Business Skills Training  
BA (Hons), Pg Dip, MBA, ACMA**

Kevin Lee BA (Hons), Pg Dip, MBA, ACMA runs a consultancy for business skills development.

Kevin is a qualified chartered management accountant with more than 20 years experience. His experience covers both private and public sector organisations in the UK and New Zealand.

He has a business studies degree, a post-graduate diploma in business administration with distinction and an MBA majoring in finance.

Kevin specialises in helping non-finance managers and staff to develop relevant financial skills and knowledge. He is

passionate about making finance relevant, understandable and fun, and enabling people to develop their business acumen. His approach is highly practical, using only the financial theory that people need to know, and then building skills and knowledge through case studies, examples and small group work.

Kevin's passion, enthusiasm and commitment result in excellent feedback from participants.

His workshops draw on a wealth of management experience, which includes improving product and organisational profitability and performance, costing, pricing, and process development.

Kevin is a member of the Chartered Institute of Management Accountants, the New Zealand Institute of Management, and the New Zealand Association of Training and Development.

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## Managing Credit, Accounts Receivable and Debt Recovery

### The Effective Accounts Assistant

### Effectively Managing & Organising Accounts Payable



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SEMINAR: SC032/SC057/SC059 A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

#### 1st Delegate

Name (Mr/Ms/Mrs/Miss/Dr) \_\_\_\_\_  
First name Last name

Position \_\_\_\_\_ Email \_\_\_\_\_

Managing Credit, Accounts Receivable and Debt Recovery  The Effective Accounts Assistant  Effectively Managing & Organising Accounts Payable

Select City: Auckland  Wellington

#### 2nd Delegate

Name (Mr/Ms/Mrs/Miss/Dr) \_\_\_\_\_  
First name Last name

Position \_\_\_\_\_ Email \_\_\_\_\_

Managing Credit, Accounts Receivable and Debt Recovery  The Effective Accounts Assistant  Effectively Managing & Organising Accounts Payable

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#### 3rd Delegate

Name (Mr/Ms/Mrs/Miss/Dr) \_\_\_\_\_  
First name Last name

Position \_\_\_\_\_ Email \_\_\_\_\_

Managing Credit, Accounts Receivable and Debt Recovery  The Effective Accounts Assistant  Effectively Managing & Organising Accounts Payable

Select City: Auckland  Wellington  \*off full price

#### Company Details

Company Name \_\_\_\_\_

Postal Address \_\_\_\_\_

City \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Approving Manager \_\_\_\_\_

Job Title \_\_\_\_\_ Email \_\_\_\_\_

Name of Booking Contact \_\_\_\_\_

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	EARLY-BIRD SAVER <small>Register &amp; Pay BEFORE date below*</small>	FULL PRICE <small>Register &amp; Pay AFTER date below*</small>
Managing Credit, Accounts Receivable and Debt Recovery	\$1895 plus GST SAVE \$100 (*20 Aug)	\$1995 plus GST (*20 Aug)
The Effective Accounts Assistant	\$1895 plus GST SAVE \$100 (*24 Aug)	\$1995 plus GST (*24 Aug)
Effectively Managing & Organising Accounts Payable	\$1895 plus GST SAVE \$100 (*8 Sept)	\$1995 plus GST (*8 Sept)

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These combinations entitle you to either go on each course or you can go on one and your colleague(s) can attend the other(s). Delegates must be from the same organisation & bookings made at the same time.

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