



Managing the variances - choosing and using to provide direction (re-run)

Programme Code: W140906S

The principles, practices and application of management accounting is one of the key driving forces behind every successful business or organisation. Strategic planning is crucial and financial controls are vital of course but being able to interpret, apply and present these numbers in a meaningful way to executives and strategic planners, is the most essential need in today's fast-moving economic business cycles.

There will always be differences between planned results and actual outcomes – the variances. Every successful business has become so by having powerful, frequent, reliable management information and understanding the variances is critical. Delegates will learn how to work through the difference between financial 'differences' and variances, helping them to create their information pack. 'Management Accounts' are not simply financial (historical) data provided for management.

This workshop will take delegates through the enormous field of variance analysis and show how to choose the ones that are important for their business, the variances that will help provide direction, control and support market growth: understand that variances are not just 'differences' but drivers.

Date **Saturday, 6 September 2014**

Time **9:30 a.m. – 12:30 p.m.**

Venue Hong Kong Institute of CPAs,
27/F., Wu Chung House, 213 Queen's Road East, Wanchai, Hong Kong.

Format Workshop including practical examples

Language English

Fee HK\$750 for HKICPA member or student; and IA/ HKIAAT member or student
HK\$1,500 for non-member

Objectives This workshop will lead delegates through the true interpretation of variance analysis, building the skills necessary to select and present variances in a comprehensive, yet easily understood manner. Stages included in this workshop,

- Clear, practical methods of obtaining financial & non-financial data, converting it into useful management accounting information to ensure strategy is followed.
- Management reporting & control including the use of the latest 'dashboard' style of presentation to show delegates how to deliver their key messages.
- How to establish the Performance Scorecard as well as create practical KPIs and performance measures that will really help to drive the business forward.
- A practical understanding of variance analysis, what to report and the level of comprehension to be included are all key skills that will be delivered here.

Speaker **W Francis Rowlands** FCMA MCIM AMIMI AAE
Executive President, Dragon Business Skills & Development
Past Chairman, Global Markets Committee, CIMA

Mr. Rowlands has more than 15 years experience of working in manufacturing industries, 8 years in the motor industry and over 25 years as a business development specialist across most business sectors. He has been leading the Dragon Business coaching team for 20 years, developing practical, skills-based learning, education and development programmes; delivered and led conferences, workshops and seminars to business professionals in Beijing, Brunei, Capetown, Dubai, Hong Kong, Shanghai, Singapore, Malaysia, Qatar, Xiamen and Europe as well as the UK.

Participants Especially suitable to refresh or enhance their skills sets, CEOs; VPs, MDs, COOs & Senior Management; Accountants, Financial Managers, Planners, Analysts & Controllers.

Competency Management accounting

Rating Foundation to Intermediate Level (Please refer to the [Institute's online CPD Learning Resource Centre](#))

CPD hours 3



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<http://www.hkicpa.org.hk>**

HKICPA Event Enrolment Form (For Support Programme)

Finance & Operations Department,
 Hong Kong Institute of CPAs,
 37/F, Wu Chung House, 213 Queen's Road East, Hong Kong

Payment & Enrolment Status Enquiry: 2287 7381
 e-mail: finance@hkicpa.org.hk
 Fax : 2893 9853

Course Information Enquiry:
 2287 7386 / 2287 7253
 e-mail: cpd@hkicpa.org.hk

FOR OFFICE USE

Deadline: 7 working days before the date of the programme

No.	Membership		Full Name of Participant(s) (Block Letters)	Company	Email address ^{*(2)} (Block Letters)	Programme Code	Fee (HK\$)	
	No.	Status ⁽¹⁾						
1								
2								
3								
4								
<i>* Email address is for enrolment confirmation purpose. Please refer to note (2) for details.</i>							Total (HK\$)	

I am unemployed and not working. I am planning to rejoin the workforce.
 The Institute reserves the right to allocate places to enable the enjoyment of more members in this event.
 The Institute's decision is final. Applicant must submit the enrolment form 10 working days before the event.

Contact Person : _____ Tel No. : _____ Fax No. : _____ E-mail : _____

Payment Method (Please tick the appropriate box)

Cheque (no. _____) payable to "Hong Kong Institute of Certified Public Accountants" or "HKICPA" ⁽⁶⁾

VISA / MasterCard BOC HKICPA UnionPay card

Card Number:		Card Expiry Date (MM/YY):	
Cardholder's Name (block letters):	Cardholder's Signature:	Date:	

I would like to have an official receipt. (Remarks: Official receipt will be sent to your email address provided above).

- Notes:**
- Membership Status: **NP** = Non-Practising, **P** = Practising, **IA** = International Affiliate, **S** = Student, **HKIAAT** = HKIAAT Student or Member, **GAA** = GAA Passport holder, **NM** = Non-Member.
 - Successful applicants will receive confirmation of registration by email at least 3 working days before the event. Unsuccessful applicants will also be notified around the same time. If you have not heard from the Institute regarding your registration 2 working days before the event and if you have other enquiries related to the programme, please make enquiry at 2287 7386 or 2287 7253.
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 - All applications are on a first-come-first-served basis.
 - Application by fax will ONLY be accepted when payment is made by credit card. Cash is strictly not accepted. Please ensure all the particulars relating to payment are completed, otherwise the application cannot be processed. There is NO need to send in the enrolment form again if it has already been faxed to the Institute.
 - Please issue SEPARATE CHEQUE for each event.
 - NO REFUND/CANCELLATION will be entertained after the application is processed.
 - All scheduled events will be cancelled and postponed to a date to be announced in the event of typhoon signal no. 8 or above or if a Black Rainstorm warning is hoisted. For details of bad weather arrangement for CPD programmes, please refer to the Institute's homepage.
 - The Institute reserves the right to change the venue, date, speaker or to cancel the event due to unforeseen circumstances.
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For payment by cheque, please fill-in your postal address for refund in case the event is full or cancelled.
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