

e-Bright
Overview Courses

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e-Bright is preferred partner of [TPA Global](#)

PRE-ANNOUNCEMENT: VALUE CHAIN ANALYSIS ONLINE COURSE

In spring 2017 e-Bright will launch a MOOC on Value Chain Analysis (VCA).

Topics covered

1. Introduction to VCA

- What is strategy?
- What is value chain analysis (VCA)?
- Why is VCA required today?
- What are VCA techniques?

2. References

- Why are references important?
- Academic references
- OECD references
- Country specific references

3. VCA and industry trends

- How to read industry trends and profitability?
- VCA/leadership matrix
- Differentiating the 3 generations of corporations in control
- Operational aspects of running a VCA

4. Quantification

- How to quantify a sliced value chain?
- Techniques to determine value creation and contribution

Functionalities e-learning experience

- Online learning platform
- Study at the time and speed you prefer
- Slides with theory, examples and visuals
- Highly practical content, many case studies
- YouTube videos/video lectures
- Q&A “Google box”
- Weekly live ½ hour webinar sessions with lecturer and other course takers
- Daily blogs
- Community
- Quiz

Add on: Interactive workshop sessions at location possible

For more information visit www.e-Bright.com or contact info@e-Bright.com

E-BRIGHT ONLINE COURSES

e-Bright is an online learning platform specialized in transfer pricing, value creation, valuation techniques and authentic governance and control. Our online courses cover the fundamentals as well as complex problems of the topic. Consequently, these courses are suitable for any skill level from beginners to experts, and will help you understand and respond to problems that today's multinational enterprises face.

Our online courses provide critical knowledge and a practical approach for guidance for situation-specific problems on various topics. Many examples are used which makes it easier to understand and to apply to your business. The e-Bright platform allows you to train yourself at any time that is convenient for you. We can even create a branded look for organizations that want to train their people. Moreover, in case your organization would like to offer customized courses to its professionals we are pleased to discuss your requests with you. Our team and network of experts is able to deliver a customized course for your organization in a short period of time.

Below you find an overview of available courses and prices. For a large number of accounts we can make a special offer.

2. TRANSFER PRICING COURSES

a. TRANSFER PRICING – FUNDAMENTALS

€200 PER ACCOUNT

This course offers a set of modules that provide basic understanding of transfer pricing to students new to the topic, delivering entry-level expertise.

Modules	Learning objectives
What is transfer pricing?	• Understand the basic principles of transfer pricing
Associated Enterprises	• Define stakeholders and their roles
Transfer pricing process and lifecycle	• Understand and apply the transfer pricing process
International Institutions: EU Joint transfer pricing forum	• Familiarize yourself with the practical implications of this European institution
Transfer pricing methods	• Understand and apply transfer pricing methods
News and trends in transfer pricing	• Understand the recent developments in transfer pricing

b. TRANSFER PRICING – COMPLEXITIES

€250 PER ACCOUNT

This course offers an in-depth understanding of transfer pricing. It is designed to build on the level of knowledge built in the Fundamentals course.

Modules	Learning objectives
Effective tax risk management?	• Understand and apply tax risk management
Transfer pricing control framework	• Understand and apply the transfer pricing control framework
Software solutions	• Familiarize yourself with transfer pricing software solutions
FIN 48 tax provisions	• Apply the FIN 48 tax provisions
Purchase price allocations	• Understand the structure of purchase price allocations
Custom duty	• Understand custom duties and transfer pricing

c. TRANSFER PRICING – TOPICS

€250 PER ACCOUNT

This course offers modules featuring individual components that together form a detailed understanding and provide more thorough expertise on transfer pricing. The course is oriented toward experienced transfer pricing professionals and is indicated to people who have already completed the Fundamentals and Complexities courses.

Modules	Learning objectives
Intangibles	• Identify and define intangible assets
Valuation	• Apply valuation methods
Documentation	• Understand documentation requirements
International taxation and withholding tax	• Understand international taxation and withholding tax systems
Services	• Define and understand services in transfer pricing
FDI	• Understand the implications of FDI on transfer pricing
Cost accounting	• Understand cost accounting within transfer pricing
Benchmarking	• Apply benchmarking in transfer pricing

d. TRANSFER PRICING – BEPS FOR BEGINNERS**€500 PER ACCOUNT**

This course is all about the OECD/G20 Base Erosion and Profit Shifting (BEPS) Action Plan, of which the final version was released on October 5, 2015. The first and foremost impact of this Action Plan on MNEs' performance is the sudden increase in business costs, i.e., tax compliance. It is anticipated that a radical reform in global taxation will follow.

The action points that are most important to businesses are described in this course. A brief BEPS analysis is given followed by many practical examples. By means of these applied examples, you will understand how BEPS will affect your business and what you should do in order to become BEPS proof.

Concepts covered**What is BEPS?****Action 1 - Addressing the tax challenges of the Digital Economy****Action 4 - Limiting Base Erosion Involving Interest Deduction and Other Financial Payments****Action 5 - Countering Harmful Tax Practices More Effectively - Transparency and Substance****Action 6 – Preventing the Granting of Treaty Benefits in Inappropriate Circumstances****Action 7 - Preventing the Artificial Avoidance of Permanent Establishment Status****Actions 8-10 - Aligning TP Outcomes with Value Creation, Intangibles, Risk and Capital, High-Value Transactions****Action 13 – Transfer Pricing Documentation**

e. TRANSFER PRICING – HOW TO SUCCESSFULLY DEFEND A TP AUDIT €500 PER ACCOUNT

Launching Early 2017

This course provides a practical guide on how to successfully defend a transfer pricing audit process.

Modules	Learning objectives
Tax authorities case selection	<ul style="list-style-type: none"> • Understand how tax authorities select cases • Understand what to do to prevent being selected
Running a TP audit	<ul style="list-style-type: none"> • Familiarize yourself with the process tax authorities follow with you during a TP audit
TP dispute resolution	<ul style="list-style-type: none"> • Understand how to deal with being taxed more • Familiarize yourself with the instruments to defend yourself

3. VALUE CREATION SERIES

a. DEFINING SUCCESSFUL AND SUSTAINABLE VALUE CHAINS €600 PER ACCOUNT

The Defining successful and sustainable value chains course is the first of the three parts of the Value Creation Series. The recent change in the way of doing business is generating new opportunities, boosting innovation and creating knowledge, but at the same time it is raising new challenges for companies. In fact, intangibles are harder to be evaluated and seen by the companies' management. In particular old methods as for example accounting, are not able to capture a firm's value anymore: balance sheets do not keep record of the intangible assets. This course might reveal to you possible directions for companies that want to face present and future challenges in the business world.

Modules	Learning objectives
Today's organization	<ul style="list-style-type: none"> • Understand the evolution of companies' value creation
From tangible to intangible economy	<ul style="list-style-type: none"> • Understand the importance of intangibles in companies' survival
Evolution of value chains	<ul style="list-style-type: none"> • Understand how to apply a value chain analysis
Rise of the intangible economy	<ul style="list-style-type: none"> • Familiarize yourself with intangibles and their functional variables

b. BUILDING SMARTER COMPANIES

€600 PER ACCOUNT

Would you like to understand better and improve the operation of your company? This course provides insight on the role of value driving intangible assets within your organization. It provides a primer on how to build a smarter company by focusing on intangible capital. It consists of five modules that correspond to the steps in the Smarter Company Process.

Modules	Learning objectives
Matter - Goals	<ul style="list-style-type: none"> • Understand why intangible capital (IC) matters in an individual organization
Model	<ul style="list-style-type: none"> • Familiarize yourself with how to inventory and model IC in an organization
Measure	<ul style="list-style-type: none"> • Familiarize yourself with how to create a custom assessment for an organization
Manage	<ul style="list-style-type: none"> • Understand how to manage IC and how key shifts play out in real organizations
Matter - Results	<ul style="list-style-type: none"> • Understand how IC drives results in organizations and connect the dots between IC and financial results

c. VALUE CREATION FOR CFOs

€600 PER ACCOUNT

This course is designed specifically for CFOs. It illustrates the key challenges shaping the role of CFOs and provides a model that can assist management/finance teams in addressing these raising challenges. In addition, it explains the practical aspects of corporate value creation and specific topics.

Modules	Learning objectives
Business performance measurement	<ul style="list-style-type: none"> • Understand Smarter Companies concept's practical approach to value optimization
Corporate value creation practical aspects	<ul style="list-style-type: none"> • Familiarize yourself with enterprise value measurement techniques and impact quantification
Corporate value creation specific topics	<ul style="list-style-type: none"> • Familiarize yourself with how to increase and measure specific intangibles

4. VALUATION TECHNIQUES COURSES

a. Introduction to Valuation

€500 per account

This course offers a basic understanding of valuation in today's business perspective. The course provides an holistic view on a valuation process and provides insights on the importance of considering the business context. The course guides you through the valuation process and is supplemented with case studies.

Modules	Learning objectives
Stakeholders	<ul style="list-style-type: none"> • Understand how to define stakeholder perspectives on value and overall valuation
Valuation purposes	<ul style="list-style-type: none"> • Familiarize yourself with valuation purposes and their relevance to the valuation process
Valuation techniques	<ul style="list-style-type: none"> • Understand the suitability and application of specific valuation techniques
Objects	<ul style="list-style-type: none"> • Familiarize yourself with frameworks, functional variables and minimum required steps

b. Valuation of Intangibles

€750 per account

In today's economy, many businesses achieve success via assets such as patents, trademarks, relationship capital or technology know-how. Therefore, intangible assets represent significant potential value and income for companies. This course provides insights on identifying these intangible assets and understanding their value. Valuation of intangibles is required for financial reporting, mergers and acquisitions, buy/sell agreements, litigation or transfer pricing. At the same time, the valuation of intangibles poses different challenges due to the invisible nature and the resulting difficulty to grasp actual value.

Modules	Learning objectives
Introduction to intangibles	<ul style="list-style-type: none"> • Understand the characteristics of intangible assets
Stakeholders	<ul style="list-style-type: none"> • Understand how to define stakeholder perspectives on value and overall valuation of intangible assets
Valuation purposes	<ul style="list-style-type: none"> • Familiarize yourself with valuation purposes for intangible assets and their relevance to the valuation process
Valuation techniques	<ul style="list-style-type: none"> • Understand the suitability and application of specific valuation techniques for intangible assets
Objects	<ul style="list-style-type: none"> • Familiarize yourself with intangibles related frameworks, functional variables and minimum required steps

c. Valuation of Real Estate

€750 per account

Real estate is one of the biggest markets across valuation, crucial not only as part of accounting, but also when moving to different locations, expanding or negotiating prices. In terms of valuation, real estate is the asset group that is most distinguished from other assets and requires valuers specifically educated for real estate valuation. By taking this course you will develop an understanding behind the value of a property and gain insights on the property valuation process.

Modules	Learning objectives
Introduction to real estate	<ul style="list-style-type: none"> • Understand the characteristics of the real estate market
Stakeholders	<ul style="list-style-type: none"> • Understand how to define stakeholder perspectives on value and overall valuation of real estate
Valuation purposes	<ul style="list-style-type: none"> • Familiarize yourself with valuation purposes for real estate and their relevance to the valuation process
Valuation techniques	<ul style="list-style-type: none"> • Understand the suitability and application of specific valuation techniques for real estate
Objects	<ul style="list-style-type: none"> • Familiarize yourself with real estate related frameworks, functional variables and minimum required steps
Case study	<ul style="list-style-type: none"> • Apply your knowledge of real estate valuation

d. Valuation of Machinery and other Fixed Assets

€750 per account

In the current economy, businesses require less physical assets. However, many businesses are still dependent on fixed assets such as machinery, plants and equipment. The valuation process of machinery and other fixed assets is unique, as is valuation of other asset groups. The valuation of machinery and equipment involves different variables that influence the value, e.g. liquidation value, going concern value, removal costs, etc. This course focuses on the specifics of the valuation of machinery and other fixed assets.

Modules	Learning objectives
Introduction to machinery	<ul style="list-style-type: none"> • Understand the characteristics of machinery and other fixed assets
Stakeholders	<ul style="list-style-type: none"> • Understand how to define stakeholder perspectives on value and overall valuation of machinery/other fixed assets
Valuation purposes	<ul style="list-style-type: none"> • Familiarize yourself with valuation purposes for machinery/other fixed assets and their relevance to the valuation process
Valuation techniques	<ul style="list-style-type: none"> • Understand the suitability and application of specific valuation techniques for machinery/other fixed assets
Objects	<ul style="list-style-type: none"> • Familiarize yourself with machinery/other fixed assets related frameworks, functional variables and minimum required steps

5. AUTHENTIC GOVERNANCE AND CONTROL FRAMEWORK

a. Getting Acquainted for your Leaders **€200 per account**

This course provides a comprehensive explanation of the 3rd generation governance and control approach to engage people and to enhance the competitiveness of your organization through the implementation of the self-management and self-leadership principles. The course is designed with an emphasis on practicality, creating awareness within your organization and offers the tools to apply the theory and its consequences to your own needs and circumstances. The course is applicable and highly beneficial for every professional, regardless of position or seniority. In addition, this course can be combined with workshops by our partner [YourPeople](#).

Modules	Learning objectives
Governance and Control	<ul style="list-style-type: none"> • Understand the 3rd Generation Governance and Control Framework
Improving actual performance	<ul style="list-style-type: none"> • Understand the human component to run an organization
Expanding actual performance	<ul style="list-style-type: none"> • Understand the human component to expand an organization
Boosting renewed performance	<ul style="list-style-type: none"> • Understand the human component to boost your organization

b. Self Leadership **€750 per account**

This course offers an in-depth understanding of why and how to become more authentic through the application of the 3rd generation governance and control principles. The highly practical Personal Performance and Enhancement Plan ensures that you can implement the learned concepts on your own, and helps you to track your progress in becoming an authentic Self Leader. The course is applicable and highly beneficial for every professional, regardless of position or seniority. In addition, this course can be combined with workshops by our partner [YourPeople](#).

Modules	Learning objectives
Authenticity	<ul style="list-style-type: none"> • Understand what authenticity means and how to become an authentic Self Leader
Authentic Governance and Control Framework	<ul style="list-style-type: none"> • Familiarize yourself with the Authentic Governance and Control Framework and apply the theory to your own needs
Self Leadership Enhancement Plan	<ul style="list-style-type: none"> • Create your personalized weekly plan to support your enhancement

c. How to be in Control on Organizational Level Price on request

This course provides the practical guidance for achieving and maintaining the organizational control of authentic leadership. It includes the training of the top management of your organization to deploy the authentic governance and control framework, and practical management tools to ensure that the right people are at the right place. This top management-oriented course guarantees the efficient implementation of the 3rd generation governance and control framework by offering a step-by-step guidance for the decision makers of your organization.

This course will be customized to your organization's needs and can be combined with workshops by [YourPeople](#). For more information about this course, please contact YourPeople by email info@YourPeople.global or phone +31 (0)6332 09910.

Prices are excluding VAT for a 1 year subscription

For more information please visit www.e-Bright.com/courses or contact info@e-Bright.com

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