

# Tailor-made Trainings for the Commodity Industry



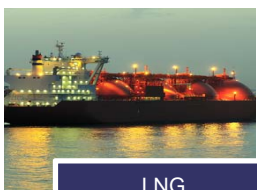
Oil



Metals & Mining



Natural Gas



LNG



Power & Renewables



Agri & Softs

## Our Integrated & Flexible Training Approach

Our Integrated & Flexible Approach will serve your company for many years to come. Designed as 4 interlinking yet independent modules we can deliver a unique set of Trainings which focus on your specific Commodity Sector.

Industry Experts with specific experience of the required Commodity markets & skills will be selected and deliver the trainings at your company site.

You can either choose our integrated Training model or select only 1 or more of the independent modules and their individual topics. Each module consists of a set of topics which can be pre-selected by you and will be adapted to meet your company's specific activities.

Case Studies will be prepared specifically for you based on your company's portfolio & strategy. Duration of Trainings can be selected by you to be shorter or longer than the durations recommended in the module descriptions.

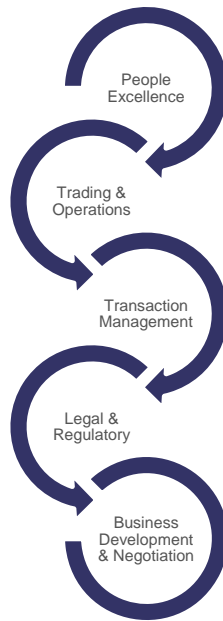
### Why choose us?

- We are a network of industry experts with actual Commodity experience
- Our industry experts are not only highly experienced in their specific Commodity Market but also have a personable approach to sharing their knowledge with Training participants
- We are small thus flexible to adapt our Trainings to your needs
- You can choose the location and timing of the Trainings
- Our Trainings are highly interactive and offer participants the possibility to ask questions specific to their company's operations and portfolio
- We offer follow-up consulting services should specific issues arise during the Trainings which need more focus



## Our Training Modules

We believe that a company is the sum of its employees. Empowered people create a positive working environment and guarantee the success of their company. The Commodity Industry is fully dependent on its people as only through excellent knowledge of the traded Commodity, in-depth understanding of Trading Processes, conscious Risk Management and effective Relationship Management of key external and internal stakeholders counterparties can Commodity Transactions be seamlessly negotiated, executed and operationally managed.



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Starting with **Module 1** you will learn how your personality impacts the business results and how you positively can impact any of your Transactions by establishing solid and healthy relationships.

**Module 2** follows with Training on the specific set of commodities you trade with.

**Module 3** focusses how to successfully manage your Commodity Transactions and understand associated risks.

In **Module 4** you will learn about the Legal and Regulatory aspects of Commodity Trading.

Combining the lessons learnt of Modules 1-4 finally **Module 5** will help you how to successfully master the execution of a Commodity Transaction.



## **Module 1 - People Excellence in Cooperation with**

### **1.1 MBTI® Profile**

#### **Outcome**

Provide eye-opening insights in to how people prefer to use their brain-activities. Learn about how information is gathered, decisions are taken, work-environment is organized and personal energy is gained or drained for self and others.

#### **Outline**

- Introduction to pre-work assignment to run the MBTI®
- Run MBTI®
- Exercises and learning activities to provide an all-embracing understanding of self and others
- Insights won in this workshop enable improved communication and better understanding of own impact on others which enhance any form of working relationship.

#### **Scope of Services**

Facilitating pre-work, ensure readiness of reports, conduct 1-day-workshop face to face; teach MBTI® and demonstrate impact of individual preferences on communication and working-relationships with others, verify its relevance to individual and business for each participant. Comprehensive training material provided in class to support learning

### **1.2 Communication**

#### **Outcome**

General principles of good communication introduced, active listening practiced and proper feedback techniques in use.

#### **Outline**

- Teach general communication models
- Link to individual MBTI® preferences
- Teach and practice active listening skills to verify understanding
- Teach and practice proper feedback techniques to enable personal growth and improved outcome

#### **Scope of Services**

Conduct 1-day-workshop face to face; teach communication models, active listening and feedback techniques, provide active learning opportunities for each participant to experience the impact of those techniques on improved communication, adapt insights in to learning

plan; verify its relevance to individual and business for each participant. Comprehensive training material provided in class to support learning

### **1.3 Interpersonal**

#### **Outcome**

Learn more about how each participant's interpersonal skills are impacting the outcome. While the industry mostly focuses on results only, the long-term sustainability of success is increasingly dependent of matching interpersonal skills.

#### **Outline**

- Understanding the nature of interpersonal skills
- Distinguish interpersonal and results driven interactions
- Investigate impact on success
- Experience result-driven conversations
- Experience interpersonal conversations
- Review influence of MBTI® preferences for self and others
- Design your personal style within your organization

#### **Scope of Services**

Conduct 1-day-workshop face to face; facilitate experiencing the impact of one's behavior to both short-term results and long-term sustainable success, ensure learning transfer to MBTI®, adapt insights in to learning plan, verify its relevance to individual and business for each participant. Comprehensive training material provided in class to support learning

### **1.4 Conflict Handling**

#### **Outcome**

Usually understood as a blockage to executing a strategy, handled the right way, conflict can be experienced as a process to set free creativity, innovation and energy. Managed the right way, it can inspire people and organizations to not only create something good but great.

#### **Outline**

- Define and understand the nature of conflict
- Learn about conflict model
- Strategies of how to deal with conflict
- Learn about your own preferred conflict handling
- Relate back to your MBTI® preferences
- How does the 21st century shift impacts handling conflict?
- Design your personal style within your organization

## **Scope of Services**

Conduct 1-day-workshop face to face; teach the model of dealing with conflict, conduct self-assessment and understand different strategies for handling conflict constructively, ensure learning transfer to MBTI®, adapt insights in to learning plan, verify its relevance to individual and business for each participant. Comprehensive training material provided in class to support learning

### **1.5 Champion Change**

#### **Outcome**

We have arrived in the 21st century – has our leadership style too? Change is inevitable in our work life. This workshop provides a hands-on approach to champion change by minimizing productivity loss in a highly volatile time.

#### **Outline**

- Experience what happens to individuals during change
- Learn about change theory
- Impact of change on organizations and individuals
- Strategies to manage change
- Practicing conversations in various stages of change
- Relate back to your MBTI® preferences
- How does the 21st century shift impact change?
- Design your personal style within your organization

## **Scope of Services**

Conduct 1-day-workshop face to face; teach the theory of change, provide robust understanding and practice conversations to champion change, ensure learning transfer to MBTI®, adapt insights in to learning plan, verify its relevance to individual and business for each participant. Comprehensive training material provided in class to support learning

### **1.6 Influencing**

#### **Outcome**

In the growing complexity of today's business the skill of Influencing has an increasing benefit. Team structures, less positional power, dealing with external stakeholders require skills to achieve results while maintaining the relationship.

#### **Outline**

- Experience what appropriate use of Influencing means
- Learn about Influencing theory
- Impact of your own Influencing style
- Strategies to Influence for the highest benefit of all parties involved

- Practicing conversations in various scenarios
- Relate back to your MBTI® preferences
- How does the 21st century shift impact Influencing?
- Design your personal style within your organization

### **Scope of Services**

Conduct 1-day-workshop face to face; teach the theory of Influencing, provide robust understanding and practice conversations to achieve results while maintaining the relationship ensure learning transfer to MBTI®, adapt insights in to learning plan, verify its relevance to individual and business for each participant. Comprehensive training material provided in class to support learning

## **1.7 Team Building**

### **Outcome**

Working with People and through People has become an integral part of today's business world. How to best organize the work, increase the standard and quality of mutual outcome, reduce friction and enhance both individual and mutual understanding and growth? This workshop provides a strategy of improved efficiencies and empowerment.

### **Outline**

- Experience what constructive behavior in a team means
- Introduce model supporting efficient team structure
- Impact of your own MBTI® preferences
- Strategies to understand individual and group impact
- Learning more about various team roles
- How does the 21st century shift impact Influencing?
- Design your personal style within your organization

### **Scope of Services**

Design face-to-face team workshop in line with your specific requirements. All of the above modules can be valid and incorporated in the team building exercise. Review and strengthen your teams.

## **Module 2 - Trading & Operations**

### **2.1 Market Structure**

#### **Outcome**

With globalization and competition in the commodity markets speeding up, many companies are branching out from their core markets into new regions or new commodities.

#### **Outline**

We can help you establish a business case for new transactions by applying our understanding of market infrastructure, regulatory regimes, pricing mechanisms and competitors to the strengths and capabilities of your business.

#### **Scope of Services**

- Based on client input prepare Training material to match specific requirements on market regions and commodities
- Conduct 2 day Workshop showing market structure elements such as supply/demand analysis, key competitors & customers and fundamentals under which regional commodity is traded
- Workshop includes brainstorm sessions during which participants discuss ideas for a business case
- Perform SWOT Analysis based on workshop results and prepare recommendation of business case for new transactions
- Present Business Case recommendation during ½ day follow up Workshop

### **2.2 Trading & Risk Management**

#### **Outcome**

The Trader is a key focal point in any Commodity Organization and has the responsibility of balancing internal and external stakeholder interests as well as delivering on P&L Targets under a stressful working environment. This Training explains the main responsibilities of a Trader from the vantage point of speaker with actual Trading experience.

#### **Outline**

In this Training you will learn from our Trading experts how to successfully originate and execute a Commodity Transaction in your specific field of business activity. In parallel we will explain the main risks of Commodity Trading and how to mitigate them.

#### **Scope of Services**

- Based on client input prepare Training material to match specific requirements on market regions, commodities and traded products
- Conduct 2 day Workshop teaching key responsibilities of Traders
  - Introduction to daily duties of a Trader
  - Understanding the traded commodity and its properties



- International pricing references
- Brokers, OTC trading, exchange based trading
- Trading Risks and their Management
- Preparing the costing of a Trade including Sourcing, Shipping/Transport and Supply
- Writing a Trade Contract/Agreement
- Trading Controls
- Workshop includes a Case Study during which participants discuss ideas for a Transaction and how to execute the trade

## **2.3 Operations Management**

### **Outcome**

The successful execution of any commodity transaction is dependent on close cooperation between Traders, who negotiate the transaction, and Operators, who manage the Transport & Shipment of the commodity from source to destination. Whilst the trader starts initiating a purchase without a sale, a sale without a purchase or a transaction with a purchase and sales, it is recommended to involve the operator already at the early stages prior to the contract confirmation.

### **Outline**

The basis of this training is to underline the importance of both Traders and Operators working hand in hand to guarantee a smooth contract execution. As the trader is looking for a strong margin and the operator is seeking smooth traffic flow, each cannot do without the other whilst each must pay full attention to his/her own duties.

### **Scope of Services**

- Based on client input prepare Training material to match specific requirements on types of Trading activities and Operations
- Conduct 2 day Workshop teaching the essential responsibilities of Operators
  - Administration Operations
  - Physical Traffic
  - Documentary Operations
  - Chartering / Shipping operations
  - Individual steps of the execution
  - Carriers (vessel, railway and trucking)
- Workshop includes a Case Study during which participants brainstorm about how to manage the operations of a specific Transaction from their company portfolio

## 2.4 Transaction Analysis & Portfolio Optimization

### Outcome

On the back of increasingly challenging market conditions and added pressure from regulatory bodies there is a trend towards better understanding each individual Commodity Transaction before entering into a commitment.

We apply our expertise in helping you gain a deeper understanding of existing contracts or structure new contracts to improve portfolio returns.

### Outline

You will learn how to structure complex transactions by understanding key elements including embedded optionality and risks in a contract. Embedded optionality can include optimizing the contract against various market sources and locations. Risk elements can include price & volume uncertainty, infrastructure interruptions as well as unclear operator processes.

An outsider's point of view can be helpful in extracting more value from a portfolio. Our expertise in optimizing singular contracts as well as global portfolios will be applied to your business leading to value maximization with a successful and unique approach.

### Scope of Services

- Based on client input prepare Training material to match specific requirements on Transaction types and overall Portfolio of Transactions
- Conduct 2 day Workshop showing how to analyze Transactions & Portfolio as well as propose Portfolio Optimization techniques
  - Structuring Sales & Purchase Transactions
  - Capacity Agreements
  - Swaps
  - Options
  - Cross-Commodity Transactions
  - Portfolio Optimization on physical level
  - Portfolio Optimization on financial level
- Workshop includes brainstorm sessions during which participants discuss how to optimize their company's Portfolio of Transactions

## **Module 3 - Transaction Management**

### **3.1 Transaction Process Design**

#### **Outcome**

To support commercial management and ensure seamless transaction capability, it is important to have strong Transaction Management Processes in place. Unaccounted P&L swings can be avoided and teamwork amongst departments is improved with clear roles & responsibilities assigned.

#### **Outline**

In this Training we support you in analyzing your current Transaction processes and suggest improvements. In addition we help you design processes for new transaction types, which have previously not been executed by the company.

#### **Scope of Services**

- Based on client input prepare Training material to match specific requirements on Company Type & Nature of Trading Commodity Transactions
- Conduct 1 day Workshop teaching how to manifest transparent and high-quality Transaction Management
  - Organizational Set-up
  - Roles & Responsibilities of each Department
  - Mandating / Transaction Approval Process
  - Transaction Management Process
- Workshop includes brainstorm session during which participants discuss how to improve their current Transaction Process by analyzing a Case Study

### **3.2 Price Risk Management**

#### **Outcome**

With the growing complexity of commodity supply contracts and tightening margins across the Commodity Value Chain the correct management of price risk has become a must for Commodity Companies.

#### **Outline**

We work with you to understand your hedging requirements and provide training regarding how to mitigate associated price risks.

#### **Scope of Services**

- Based on client input prepare Training material to match specific requirements on Transaction types and overall Portfolio of Transactions
- Conduct 2 day Workshop showing how to analyze and manage the inherent price risk
  - How to analyze price risks and hedging requirements within Commodity Transactions

- Hedging individual contracts versus Hedging on portfolio level
- Different hedging strategies and their application
- How to calculate hedging quantities
- Hedging mechanisms via Banks or Exchanges
- Workshop includes brainstorm session during which participants discuss how to hedge the price risk in a Case Study Transaction

### **3.3 Credit Risk Management**

#### **Outcome**

To understand credit risk management in commodity trading given the complex financial exposures as a result of commodity trading, the workshop will cover how to manage financial and physical exposure and to implement risk mitigation to manage the volatility of commodity trading.

#### **Outline**

The one day workshop will teach and train the participants how to analyze the credit risk of a counter party.

#### **Scope of Services**

- Based on client input prepare training material to match specific requirements on counter party credit risk.
- Case Study to understand which subjects have to be understood to analyze the credit worthiness of a counter party
  - A general understanding of a balance sheet and Profit & Loss
  - A general understanding of how a credit limit should be defined
  - The use of a toolkit to structure the process of review
- Explaining the a number of the most accepted risk mitigation subjects, like:
  - The use of margining of exposures
  - The use of the Clearing house
  - Documentary credit and guarantee
  - Credit Default Swap (CDS)
- Final case (to be developed for the workshop) of a counterparty of yours to analyze the credit risk.



## **Module 4 - Legal in Cooperation with**

### **5.1 Introduction to standard contracts**

#### **Outcome**

Companies nowadays have to evaluate potentials, identify risk and focus the available resources on focal points to serve a broader scope of activities with fewer human resources.

#### **Outline**

You receive a compact and systematic overview of standard contracts commonly used in the market(s) relevant for you. We will outline to you that, by using standard agreements, you will be able to mitigate your risks and make commercial offers more comparable. We will share with you valuable practical ideas and information on how to set-up the entire process from initiating negotiations including the involvement of several departments to monitoring the executed agreements. This module is not only focused on lawyers but also risk managers, compliance and front office personnel.

#### **Scope of Service**

- Based on client input prepare training material for relevant markets
- Conduct a 1 day Workshop providing an overview of common standard agreement in the relevant market(s) and typical contractual provisions (contractual obligations, force majeure
- remedies & liability, credit clauses, termination and jurisdiction)
- Workshop includes samples of praxis tested approaches of setting-up negotiations including the integration of different departments and monitoring of executed agreements
- Based on client input analyses of the existing processes in the company and due diligence of the existing contract portfolio during an additional ½ -1 day follow-up Workshop

### **5.2 Due Diligence of the contract portfolio and analyses of processes**

#### **Outcome**

Contracts are executed and signed and especially master agreements used for years in the company. Employees fluctuate but existing contracts are hardly ever reviewed. An affiliated group of companies is restructuring and one company gets the contracts of another affiliate assigned. Who can monitor if the contracts are deviating from each other and which back-to-back risks are incurred by such deviations? The risk a trader or portfolio-manager and thus a company is taking depends to a great extent on the fact that the contract portfolio is harmonized.

## **Outline**

You receive a neutral and systematic due diligence review of contracts used in your company and analyses of processes applied during initiation, negotiation, execution and monitoring of contracts. This module is not only focused on lawyers but also risk managers, compliance and front office personnel.

## **Scope of Service**

- Training material conducted as written compendium of the processes analyses and the due diligence test on the contract portfolio
- Conduct a ½ - 1 day Workshop presenting the results of the processes analyses and the due diligence test on the contract portfolio and discussion
- The Workshop includes samples how to optimize processes and if and how contracts could be harmonized

## **5.3 Regulatory Overview**

### **Outcome**

No matter on which commodities your business is specializing or the markets you are focusing on, nearly everywhere you will come into contact with regulations you have to comply to.

### **Outline**

The progressing liberalization of the commodity markets brings in return increasing regulation almost everywhere in the world. The deeply complex regulation of the commodity markets has become an obstacle or black box for many companies involved in trading commodities. You receive a compact and systematic overview of the regulations relevant in the markets of your interest. This module is not only focused on lawyers but also risk managers, compliance and front office personnel.

### **Scope of Service**

- Based on client input prepare training material for relevant markets
- Conduct a 1 day Workshop providing an overview of regulations in the relevant market and the material obligations for the client resulting from them
- The Workshop includes samples for risk mitigation techniques and clearing

## **Module 5 - Business Development & Negotiation**

### **5.1 Business Development**

#### **Outcome**

How do you originate a business opportunity, assess the optimal contractual structure and find the right counterparty to trade with you?

An in-depth understanding of your company's portfolio, the commodity to be traded as well as strong communication skills are key to successfully executing Transactions and adding value to your company's business activities.

#### **Outline**

This Training combines the lessons learnt of Modules 1-3 and teaches you how to successfully master the execution of a Commodity Transaction.

We will show how to work with key internal and external stakeholders to identify issues and suggest improvements to communication and cooperation. The Training will help increase the success rate of Commodity Transactions executed within your company.

#### **Scope of Services**

- Based on client input prepare Training material to match specific requirements on Transaction & Counterparty types
- Conduct 2 day Workshop showing how to master the Transaction execution lifecycle
  - Understanding own company portfolio & assessing business development needs
  - Finding counterparties to match – know your market, be open-minded & stay flexible
  - Commencing contact – recommendations, introductions, cold calling, which level of management to approach
  - Relationship Management – know your counterparty, business etiquette, cultural diversity, how to prepare for meetings, ensure results-orientated meetings
  - Business Development – understand your counterparty's portfolio, structure trading/business/origination opportunities
  - Internal Mandating Processes – how to effectively manage internal and external stakeholders to ensure smooth deal approval & execution (potential tie in with influencing)
- Workshop includes brainstorm session during which participants discuss how to develop a new business transaction

## 5.2 Negotiation

### Outcome

The Commodity Industry is one of the most International Industries in the World with Trade flows spanning the whole Globe and Trading departments in regular contact with counterparties from the most diverse range of nationalities and cultures.

### Outline

Our Training offers you the possibility to learn and improve your negotiation skills. Applying our experience of developing and managing external relationships with many diverse multinational companies, we support you in closing the handshake with your business partners.

### Scope of Services

- Based on client input prepare Training material to match specific requirements on Transaction & Counterparty types
- Conduct 2 day Workshop showing how to negotiate win-win agreements
  - Understanding the structure of the commodity transaction
  - Preparing for Negotiation – knowing in advance what your negotiation elements & limits are, anticipating what your counterparty's response will be
  - Examples of Negotiation Styles – finding your own style with authenticity; allowing for cultural diversity
  - Securing “win-win” solutions – finding the balancing between compromising & standing your ground
- Workshop includes a Roll play/Case Study for participants to practice a negotiation scenario tailor-made for your company's business activities



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