



Course catalogue Hélios Academy

Advice, strategy and training

October 2026 edition · heliosadvisory.eu

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01 · HÉLIOS ACADEMY

Executives Training Program

Eleven executive-level programmes for management committees and boards of banks, insurers and large industrial groups. Short formats, decision-oriented.

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Description

Running a financial institution now means holding three fronts at once: regulatory pressure that never lets up, digital disruption that redistributes established positions, and market volatility that shortens the decision horizon. This three-day seminar gives executives the leadership frameworks needed to hold those three fronts together rather than separately. It alternates executive case studies, executive committee simulations and work on real strategic trade-offs.



Strategic Leadership in Banking & Financial Organizations

Holding regulatory pressure, digital disruption and market volatility together

Seminar — 3 days — 21 hours — Réf. HA-LSB · Price: contact us

Learning objectives

- Locate the structural tensions between prudential constraint, commercial ambition and the transformation agenda
- Build a general management position that stands up before an executive committee and before a board
- Arbitrate a resource allocation under constraint and own the communication that follows
- Identify weak signals of competitive disruption in the financial sector
- Align an executive committee behind a contested strategic decision
- Treat supervisory dialogue as part of strategy rather than as an imposed obligation

Target audience

CEOs, managing directors and executive committee members of banks and insurers.

Prerequisites

A general management or executive committee role in a financial institution. No academic prerequisite.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Insurance groups are simultaneously transforming their distribution model, rebuilding their systems and adapting continuously to a demanding solvency framework. This three-day seminar treats these workstreams as one: it shows how a well-designed risk governance framework becomes an instrument for steering transformation rather than a parallel constraint. The cases are drawn from recent market situations.

Insurance Transformation & Risk Governance

Turning risk governance into an instrument for steering transformation

Seminar — 3 days — 21 hours — Réf. HA-TAG · Price: contact us

Learning objectives

- Design a risk governance framework consistent with solvency requirements
- Connect risk appetite, capital allocation and commercial priorities
- Steer a transformation programme across an insurance group
- Locate the respective responsibilities of management, key functions and the board
- Judge the quality of an internal control framework from operating indicators
- Conduct supervisory dialogue on a transformation matter

Target audience

Insurance CEOs, chief risk officers and board members.

Prerequisites

A management, risk or board role in an insurance group. General familiarity with the Solvency II framework is useful.

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Description

Running an international industrial group means deciding on partial information about long, hard-to-reverse commitments. This five-day seminar works the three families of decisions that shape a group's trajectory: capital allocation across activities, external growth operations, and geopolitical exposure. The cases cover documented cross-border transactions.

Executive Decision-Making for Global Industrial Groups

Deciding on long, hard-to-reverse commitments

Seminar — 5 days — 35 hours — Réf. HA-DEI · Price: contact us

Learning objectives

- Structure a capital allocation decision across activities with different return profiles
- Conduct the preliminary analysis of an external growth operation
- Factor geopolitical exposure into a location or sourcing decision
- Assess the group's funding constraints and their effect on the range of possible decisions
- Organise the decision process between headquarters, regions and subsidiaries
- Document a major decision so that it can be revisited

Target audience

Senior executives of large industrial corporations.

Prerequisites

Executive experience in an industrial group operating internationally. No academic prerequisite.

Access

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Description

Artificial intelligence and data have entered management committees without the corresponding decision frameworks always following. This three-day seminar gives executives a usable overview: what these technologies actually enable, what they cost, the risks they introduce, and the governance rules they make necessary. No technical prerequisite is required.



Digital Strategy & AI for Executives

A usable overview of AI and data, with no technical prerequisite

Seminar — 3 days — 21 hours — Réf. HA-SDI · Price: contact us

Learning objectives

- Separate AI uses that create value from those that amount to announcement effects
- Assess a portfolio of digital initiatives and judge their maturity
- Identify the risks introduced by an AI system: bias, opacity, dependency, uncontrolled use
- Set data governance rules proportionate to what is at stake
- Locate the obligations arising from the European framework applicable to AI
- Organise the allocation of responsibilities between management, business, data and compliance

Target audience

C-level executives and senior directors.

Prerequisites

No technical prerequisite. Practical experience of decision-making bodies is expected.

Access

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Description

Compliance is too often handled downstream of strategy, which makes it expensive and imposed. This five-day seminar proposes the opposite: anticipating regulatory change early enough to make it a parameter of the strategic plan. It draws on European texts currently under negotiation or transposition, whose timetable is examined for what it implies in terms of preparation.

Regulatory Strategy for Financial Institutions

Anticipating regulation early enough to make it a parameter of the plan

Seminar — 5 days — 35 hours — Réf. HA-SRF · Price: contact us

Learning objectives

- Follow the making of a European text and identify when it can still be influenced
- Build a three-year regulatory roadmap for their institution
- Connect that roadmap to the strategic plan and the internal control framework
- Estimate the compliance burden of a text before it is finally published
- Organise regulatory watch so that it produces decisions
- Conduct supervisory dialogue on a matter still under construction

Target audience

Banking and insurance executives and board members.

Prerequisites

General knowledge of the European prudential framework, and an executive role or board mandate.

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Description

ESG expectations have moved from statement to evidence: investors and supervisors now ask for data, methods and a verifiable trajectory. This five-day seminar treats ESG strategy as a steering exercise, with its indicators, its disclosure obligations and its exposure to challenge. It covers capital market expectations as well as those of the authorities.



ESG & Sustainable Finance for Executive Leaders

Moving from statement to evidence before investors and supervisors

Seminar — 5 days — 35 hours — Réf. HA-ESG · Price: contact us

Learning objectives

- Formulate an ESG strategy consistent with the institution's business model
- Distinguish commitments that can be held from those exposed to challenge
- Put in place the indicators for steering non-financial performance
- Locate the applicable disclosure obligations and their timetable
- Assess the institution's exposure to physical and transition risk
- Conduct investor dialogue on the chosen trajectory

Target audience

Executives in banks, insurance companies and industrial groups.

Prerequisites

Some prior exposure to sustainability disclosure obligations is recommended. No academic prerequisite.

Access

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Description

Board oversight of risk plays out in a few hours of meeting per quarter, on the basis of documents produced by the very people being overseen. This five-day seminar tackles that constraint head-on: which questions to ask, which signals to spot in a risk report, and how to judge the quality of a control framework without auditing it yourself. It is built around board meeting simulations.

Enterprise Risk Management at Board Level

Overseeing risk in a few hours of board time each quarter

Seminar — 5 days — 35 hours — Réf. HA-GRC · Price: contact us

Learning objectives

- Exercise effective oversight of financial, operational and strategic risks
- Read a risk report and spot what is not being said
- Put to management the questions that move a matter forward
- Judge the quality of a control framework from operating indicators
- Locate the respective responsibilities of the board, its committees and management
- Handle a persistent disagreement between the board and management

Target audience

Board members, chief risk officers and senior executives.

Prerequisites

A board mandate or a risk management leadership role.

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Description

Many strategic plans describe an ambition without explaining where the value will come from. This five-day seminar is about that connection: formulating an explicit value creation thesis, identifying the competitive advantage that makes it credible, and translating it into performance objectives that are actually tracked. It draws on sector case studies.

Corporate Strategy & Long-Term Value Creation

Explaining where the value will come from, not just the ambition

Seminar — 5 days — 35 hours — Réf. HA-SCV · Price: contact us

Learning objectives

- Formulate a five-year value creation thesis and set it out on one page
- Identify the source of competitive advantage that supports the thesis
- Translate the thesis into performance objectives tracked by the executive committee
- Distinguish value-creating growth from value-destroying growth
- Organise the periodic review of the plan and the conditions for revising it
- Handle the tension between short-term expectations and long-term commitments

Target audience

CEOs, strategy directors and executive committee members.

Prerequisites

Experience of leading or contributing to a strategic planning exercise. No academic prerequisite.

Access

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Description

A major cyber crisis is decided in hours, on incomplete information, with consequences that reach far beyond the information system. This five-day seminar prepares executives for that moment: what must have been decided beforehand, how to arbitrate during, and to whom to report afterwards. It includes crisis exercises. No technical prerequisite is required.



Cybersecurity & Operational Resilience for Executives

What must be decided before the crisis, and how to arbitrate during it

Seminar — 5 days — 35 hours — Réf. HA-CRO · Price: contact us

Learning objectives

- Locate the company's cyber exposure without going into technical detail
- Arbitrate security and resilience investments
- Decide during a cyber crisis under time and information constraints
- Organise crisis communication towards clients, employees and authorities
- Locate the applicable notification obligations and their deadlines
- Report on the resilience framework to the board

Target audience

Executives of banks, insurers and large industrial firms.

Prerequisites

No technical prerequisite. A general understanding of the company's information system is useful.

Access

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Description

A board can be perfectly compliant with governance requirements and still be ineffective. This five-day seminar addresses the gap between the two: composition, committee operation, conduct of meetings, evaluation, and the actual responsibilities of those who sit on it. It includes composition reviews and meeting simulations.



Corporate Governance & Board Effectiveness

Closing the gap between a compliant board and an effective one

Seminar — 5 days — 35 hours — Réf. HA-GEC · Price: contact us

Learning objectives

- Assess a board's composition against the company's challenges
- Organise the work of specialised committees and their link to the board
- Lead or contribute to a meeting so that it produces decisions
- Locate the civil and criminal liabilities attached to the mandate
- Conduct a board evaluation and act on its findings
- Handle conflicts of interest and disputes between shareholders

Target audience

Board members, senior executives and general counsel.

Prerequisites

Holding or preparing for a board mandate or an executive role.

Access

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Description

A bank or insurance executive speaks to audiences with very different expectations: the board, the supervisory authority, analysts, staff, the media. In every case, much of a talk's impact is decided before it starts: the choice of message, anticipating objections, and staying within the institution's communication rules. This three-day seminar works on preparation as much as delivery, using participants' real situations, with filmed role-plays and individual debriefs.

Preparing to Take the Floor

Building and delivering a talk that holds up before a board, a supervisor or an external audience

Seminar — 3 days — 21 hours — Réf. HA-PPR · Price: contact us

Learning objectives

- Analyse an audience and its expectations before building a talk
- Formulate a core message and a structure suited to the time available and the context
- Prepare for difficult questions and responses to objections
- Manage voice, eye contact, timing and stage fright
- Speak in demanding formats: board meetings, supervisory hearings, analyst presentations, media interviews
- Align what they say with the institution's financial communication and confidentiality rules

Target audience

Executives, members of executive and management committees, board members, and heads of exposed functions (risk, compliance, finance, communications) in banks and insurers.

Prerequisites

Holding, or preparing to hold, a role that involves high-stakes speaking. No academic prerequisites.

Access

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Description

Many strategic plans are well built and poorly executed: the priorities stay general, initiatives multiply without ranking, the budget follows its own logic and reviews merely record the gaps. This three-day seminar treats the strategic plan as a management tool: a shared diagnosis, clear choices, a ranked portfolio of initiatives, and the metrics and governance needed to adjust course. It complements the seminar "Corporate Strategy & Long-Term Value Creation", which focuses on strategic choices themselves: here the emphasis is on building the plan and executing it over time.



Building and Steering a Strategic Development Plan

Turn an ambition into a multi-year plan that is executed, measured and adjusted, from diagnosis to board review

Seminar — 3 days — 21 hours — Réf. HA-PDS · Price: contact us

Learning objectives

- Carry out a strategic diagnosis that genuinely informs choices
- Set a quantified ambition and a limited number of consistent strategic priorities
- Translate priorities into objectives, metrics and a ranked portfolio of initiatives
- Align the strategic plan, the financial trajectory, the budget and risk appetite
- Put in place governance and reviews that allow course corrections
- Present the plan to the board and secure ownership across the teams

Target audience

Executives, members of executive committees and general management, heads of strategy and development, heads of business lines or subsidiaries, heads of management control and performance management, in banks, insurers and companies.

Prerequisites

Hold or be preparing for a management role involved in developing or steering strategy. No academic prerequisite. Participants may bring their organisation's strategic plan, which will be used in the work.

Access

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Description

Large transformation projects rarely fail for technical reasons. They drift because decision roles are unclear, committees receive reassuring rather than useful information, trade-offs are postponed, and it is hard to stop a project in which a great deal has already been invested. This three-day seminar is for those who sponsor, fund and arbitrate projects. It treats governance as a decision system: who decides what, when, on what information, and how to avoid the biases that distort choices. It draws on recognised frameworks, including ISO 21505 on the governance of projects, programmes and portfolios.

Strengthening Project Governance and Decision-Making

Give executives the means to launch the right projects, decide at the right time and stop what no longer creates value

Seminar — 3 days — 21 hours — Réf. HA-GPD · Price: contact us

Learning objectives

- Tell governance apart from project management, and clarify the roles of the board, executive committee, sponsor and steering committee
- Decide whether to launch projects and how to prioritise them on the basis of a sound business case
- Structure decision rights, tolerances and escalation rules
- Recognise the biases that distort decisions and use techniques to limit them
- Require management information that supports decisions and track benefits realisation
- Decide on a reasoned basis whether to continue, redirect or stop a project

Target audience

Executives, executive committee members, project and programme sponsors, steering committee members, CIOs, heads of project and portfolio management offices, in banks, insurers and companies.

Prerequisites

Hold or be preparing for a role as sponsor, steering committee member or decision-maker on transformation projects. No academic or technical project management prerequisite.

Access

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02 · HÉLIOS ACADEMY

Project Management & Commercial Development

Six operational modules to structure project delivery and business development, from agile framing to team building, AI in agile workflows and CRM-supported client relationship management, in a banking environment.

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Description

SCRUM is widely adopted in banking IT departments, but its application runs into constraints specific to the sector: compliance sign-off, regulatory acceptance cycles, dependencies on legacy systems. This two-day course teaches the framework as defined, then explicitly works the friction points with the banking environment. It follows one project case from beginning to end.

SCRUM Fundamentals

The SCRUM framework and its friction points in a banking environment

Practical course — 2 days — 14 hours — Réf. HA-SCR · Price: contact us

Learning objectives

- Locate the roles, events and artefacts of the SCRUM framework
- Hold a role within a SCRUM team and understand its limits
- Facilitate the ceremonies and obtain the value expected from them
- Build and refine a product backlog
- Estimate and plan an increment realistically
- Reconcile the agile framework with a banking institution's compliance requirements

Target audience

Project, programme and portfolio managers, system and data architects, business analysts.

Prerequisites

No prerequisite. Prior involvement in a project, even a predictive one, makes the simulations easier.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Transformation projects rarely fail for technical reasons: they fail because their organisational complexity was not assessed before resources were committed. This two-day course provides the methods for making that assessment upfront: stakeholder mapping, identification of dependencies between workstreams, and detection of success conditions that are not in place.

Transformation Project Business Environment

Assessing organisational complexity before committing resources

Practical course — 2 days — 14 hours — Réf. HA-EMT · Price: contact us

Learning objectives

- Assess the organisational feasibility of a transformation project
- Map stakeholders and their actual positions
- Identify dependencies between workstreams before they block progress
- Spot missing success conditions and escalate them
- Locate a project within the organisation's portfolio and priorities
- Formulate a recommendation to proceed, postpone or abandon

Target audience

Project, programme and portfolio managers, system architects, business analysts.

Prerequisites

Experience of taking part in a corporate project. No academic prerequisite.

Access

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Description

Planning is neither producing a Gantt chart nor filling a product backlog. This two-day course covers the planning knowledge areas and subsidiary plans, in both predictive and agile approaches, and works above all on choosing between them according to the project context.

Planning Predictive and Agile Projects

Building a complete plan and choosing the approach that fits the context

Practical course — 2 days — 14 hours — Réf. HA-PPA · Price: contact us

Learning objectives

- Build a complete project plan and its subsidiary plans
- Draw up a realistic schedule and identify its critical path
- Estimate effort and duration while making assumptions explicit
- Choose between predictive, agile or hybrid approaches according to context
- Plan resources, quality, risks and communication
- Keep the plan current without spending disproportionate time on it

Target audience

Project, programme and portfolio managers, planning officers.

Prerequisites

Knowledge of basic project management concepts. No prior certification required.

Access

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Description

A project team brings together people who did not choose one another, for a limited period, with no line authority held by the person leading them. This two-day course addresses that particular situation: how to assemble the team, support its move towards maturity, and resolve deadlocks without being able to fall back on hierarchical authority.

Building and Developing a Project Team

Leading a team you did not choose, without line authority

Practical course — 2 days — 14 hours — Réf. HA-CEP · Price: contact us

Learning objectives

- Assemble a project team around the skills genuinely required
- Support the team through its successive maturity phases
- Allocate roles and clarify what is expected of each member
- Resolve deadlocks without escalating to the hierarchy
- Conduct difficult conversations within the team
- Sustain engagement over the length of a long project

Target audience

Project managers, team leaders, product owners, branch managers.

Prerequisites

Holding or preparing for a team leadership role. No academic prerequisite.

Access

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Description

Generative AI tools are already used in agile teams, often without a shared framework. Used well, they speed up customer discovery, experimentation, backlog refinement and test design. Poorly governed, they expose sensitive data and produce fragile deliverables. This two-day course follows the agile cycle in five stages: Discovery, Experimentation, Delivery, Reflection and Scaling. For each stage, the course uses banking cases to show what AI can contribute, what must stay with humans, and how to govern its use. How much to hand over: a decision grid The practical question is not "should we use AI?" but "to what degree?".

Artificial Intelligence in Agile Workflows

Bringing generative AI into every step of the sprint, without losing control of decisions

Practical course — 2 days — 14 hours — Réf. HA-IAA · Price: contact us

Learning objectives

- Explain how AI supports customer discovery, experimentation and continuous delivery in an agile cycle
- Apply AI tools to real agile situations in banking
- Use AI outputs to prioritise and make team decisions, without handing it the trade-offs
- Determine the right level of delegation for each task using an impact / verifiability grid
- Assess ethical and organisational issues: bias, hallucinations, transparency, privacy and team engagement
- Define an AI usage charter and a roll-out plan for their team

Target audience

Agile practitioners, scrum masters, product owners, agile coaches, project managers, agile team members, PMO leads.

Prerequisites

Basic knowledge of agile (Scrum or Kanban) and of core AI concepts. No programming skills are required.

Access

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Description

A bank holds a great deal of information about its clients: accounts, loans, meetings, complaints. It is often scattered across several tools and in advisers' memories. Customer relationship management (CRM) means organising it to know each client better, anticipate their needs and keep a traceable record of commercial actions. This two-day course takes an operational view of CRM. Every concept is applied in a real CRM: HubSpot CRM, chosen because it is quick to learn and its core features are available without a paid licence. Participants work on a training portal loaded with fictitious data.

Customer Relationship Management

Structure, manage and measure banking customer relationships with a CRM, from prospecting to retention

Practical course — 2 days — 14 hours — Réf. HA-GRC · Price: contact us

Learning objectives

- Explain what is at stake in banking client relationships: life cycle, client value, attrition, advice and record-keeping duties
- Structure a client database in a CRM: contacts, companies, properties, segmentation and data quality
- Build and manage a sales pipeline with stages, probabilities and forecasts
- Organise client follow-up: activities, tasks, reminders and complaint handling
- Define client relationship KPIs and track them in a dashboard
- Frame CRM use in line with the GDPR and banking secrecy

Target audience

Retail, business and corporate relationship managers, branch managers, business development managers, network coordinators, marketing and quality teams, CRM project managers.

Prerequisites

Experience in client-facing sales, in banking or another service sector. No prior CRM knowledge is required; a laptop with Internet access is needed for the practical work.

Access

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Description

A new offering rarely fails because of poor execution. It usually fails because it meets a need that clients do not have, or not in the form imagined. Lean Startup, the method formalised by Eric Ries from lean thinking and Steve Blank's customer development, tests these assumptions early and at low cost, before the resources of a full project are committed. This two-day course applies the method to a financial institution, where innovation has to work within compliance, security and data protection requirements.

Lean Startup: Innovating While Reducing Risk

Test a new offering with clients before committing the budget, using the build, measure, learn loop

Practical course — 2 days — 14 hours — Réf. HA-LSU · Price: contact us

Learning objectives

- Explain the principles of Lean Startup and where it sits alongside predictive project management and agile methods
- State an offering's value and growth hypotheses and identify the riskiest ones
- Run customer discovery interviews without leading the answers
- Design a minimum viable product and its test protocol, with success criteria set in advance
- Choose metrics that support decisions and decide whether to pivot or persevere
- Build compliance, security and data protection requirements into experiments

Target audience

Project managers and product owners, innovation and digital transformation managers, marketing and business development managers, new offering owners, business line managers, intrapreneurs.

Prerequisites

No prior knowledge of the method is required. Experience of running projects or launching offerings is useful. Participants may bring a project from their own organisation, which will be used in the exercises.

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Description

A project can meet its scope, budget and deadlines and still fail: the solution is delivered, but users do not adopt it, work around the new processes or go back to old habits. The expected benefits then never materialise. This two-day course gives project managers the essential tools to build change management into their work: analysing impacts, engaging stakeholders, anticipating resistance, communicating and training at the right time, then measuring adoption. It draws on recognised models, including Kotter, Lewin and the ADKAR model.



Change Management: Essentials for Project Managers

Build the human side into project management so that the solution delivered is actually adopted

Practical course — 2 days — 14 hours — Réf. HA-CME · Price: contact us

Learning objectives

- Explain why projects fail for lack of adoption and what change management involves
- Use the main change management models and choose the one that fits the context
- Analyse the project's impacts on business lines, processes and people
- Map and engage stakeholders, starting with the sponsor
- Build a communication and training plan integrated into the project schedule
- Understand and address resistance, then measure adoption and embed new practices

Target audience

Project and programme managers, product owners, project office managers, business project owners, deployment managers and managers involved in transformation projects.

Prerequisites

Experience of leading or taking part in a project. No prior knowledge of change management methods is required.

Access

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Description

A project has a start, an end and a deliverable; a product lives as long as it creates value for its users. Many organisations, including banks, are changing their model: moving from a series of projects funded one by one to long-lived product teams managed by value. This shift changes roles, funding, planning and performance measurement. This two-day course compares the two disciplines and shows how to combine them: product life cycle, discovering needs, vision and roadmap, backlog management, value metrics, and the place of projects in a product-oriented organisation.



Project Management and Product Management

Understand what sets a project apart from a product, and get project managers and product managers working together

Practical course — 2 days — 14 hours — Réf. HA-GPP · Price: contact us

Learning objectives

- Distinguish project and product: purpose, life cycle, funding, success criteria
- Clarify the roles of project manager, product manager and product owner
- Set a product vision and build an outcome-oriented roadmap
- Discover and prioritise user needs, then manage a backlog
- Manage a product by value with suitable metrics
- Combine projects, products and portfolio in an organisation in transition

Target audience

Project managers, product owners and product managers, project office managers, business line and IT managers, transformation and organisation managers.

Prerequisites

Experience of running projects or managing an offering or application. No prior knowledge of product management is required.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Project managers regularly face situations where the right decision is not obvious: pressure to report better progress than reality, a gift from a supplier, a conflict of interest, confidential information, a trade-off between team members. In those moments, clear values prevent decisions that weaken the trust, reputation and sometimes the compliance of the organisation. This one-day course is based on the four values set out in the Project Management Institute's Code of Ethics and Professional Conduct: responsibility, respect, fairness and honesty.



Core Values in Project Management: Responsibility, Respect, Fairness and Honesty

Make professional values a practical guide for deciding and acting in the difficult situations of a project

Practical course — 1 day — 7 hours — Réf. HA-VGP · Price: contact us

Learning objectives

- Explain the four core values and their role in running projects
- Tell mandatory standards apart from aspirational behaviours
- Recognise risk situations: conflicts of interest, pressure, sensitive information
- Apply a structured method to analyse a dilemma and decide
- Communicate transparently, including bad news
- Promote a culture of trust and responsibility in the project team

Target audience

Project and programme managers, product owners, project office staff, sponsors, candidates for project management certifications and anyone with responsibilities in a project.

Prerequisites

Experience of taking part in a project. No academic prerequisite.

Access

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Description

Big data projects rarely fail for lack of technology. They fail because the use case is vague, data quality has been overestimated, roles between business, data and IT teams are poorly defined, or the prototype never reaches production. Managing them requires project management skills adapted to these specific features. This three-day course gives project managers the landmarks they need to manage a big data project: understanding architectures and vocabulary, scoping value, organising the team, choosing a delivery approach, controlling governance, security, compliance and costs, then industrialising and measuring results.



Managing a Big Data Project

Scope, manage and industrialise a big data project, from the use case to measured value

Practical course — 3 days — 21 hours — Réf. HA-PBD · Price: contact us

Learning objectives

- Explain the characteristics of big data and the main architectures: data lake, data warehouse, cloud platforms
- Scope a project from use cases and measurable benefits
- Organise the team and roles: data owners, data engineers and scientists, architects
- Choose a suitable iterative, value-driven delivery approach
- Control data governance, quality, security, compliance and costs
- Prepare industrialisation and measure the value created

Target audience

Project and programme managers, data and BI managers, product owners, architects, IT managers, business managers sponsoring data projects.

Prerequisites

Project management experience. General knowledge of databases and data analysis is useful; no programming skills are required.

Access

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03 · HÉLIOS ACADEMY

Leadership & Continuous Process Improvement

Four programmes linking commercial performance and operational excellence, from client negotiation to Lean deployment in branches, through to the complete Lean Six Sigma pathway from Yellow Belt to Master Black Belt.

Commercial Negotiation Techniques in Banking	p. 30
Commercial Action Plan Development	p. 31
Lean Management & Operational Excellence in Banking	p. 32
Lean Six Sigma: The Complete Pathway, from Yellow Belt to Master Black Belt	p. 33

Description

In banking, commercial negotiation takes place on a product whose price the client can easily compare, within a relationship expected to last several years. Conceding on margin to close is always possible; doing so without a counterpart is costly over time. This two-day course works the conduct of the negotiation interview, from needs diagnosis to closing, with filmed and debriefed role plays.

Commercial Negotiation Techniques in Banking

Closing without conceding on margin, in a relationship built to last

Practical course — 2 days — 14 hours — Réf. HA-NCB · Price: contact us

Learning objectives

- Prepare a negotiation by identifying their real room for manoeuvre
- Conduct the needs diagnosis before making any proposal
- Argue an offer on value rather than on features
- Handle price objections without conceding automatically
- Obtain a counterpart for every concession granted
- Close and secure the agreement reached

Target audience

Account managers, client advisors and sales managers.

Prerequisites

A client-facing role. No academic prerequisite.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

A commercial action plan that stops at headline targets changes no behaviour. This three-day course is about building a plan that can actually be executed: portfolio diagnosis, choice of priorities, translation into dated and assigned actions, and a monitoring arrangement that allows correction during the year.



Commercial Action Plan Development

From stated targets to a plan that is actually executed and tracked

Practical course — 3 days — 21 hours — Réf. HA-PAC · Price: contact us

Learning objectives

- Establish the commercial diagnosis of a portfolio or a branch
- Select a small number of priorities and argue for them
- Build a quantified, dated and assigned action plan
- Define monitoring indicators and their frequency
- Cascade the plan to a team and obtain its buy-in
- Correct the trajectory during the financial year

Target audience

Branch managers, sales managers and team leaders.

Prerequisites

A commercial or supervisory role. Comfortable reading activity indicators.

Access

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Description

Banking processes accumulate controls, re-keying and waiting time between departments, each justified when it was introduced. This three-day course applies Lean principles to those processes: identifying what brings nothing to the client, mapping actual flows rather than written procedures, and running an improvement workshop through to a measured gain.



Lean Management & Operational Excellence in Banking

Finding what brings nothing to the client and running the workshop to a measured gain

Practical course — 3 days — 21 hours — Réf. HA-LEO · Price: contact us

Learning objectives

- Distinguish, within a process, what creates value and what does not
- Map an actual flow and measure its timings
- Identify waste and rank it for treatment
- Run an improvement workshop with the teams concerned
- Measure the gain obtained and make it visible
- Embed the improvement so that old practices do not return

Target audience

Managers, quality managers and operational teams.

Prerequisites

No prerequisite. Familiarity with the process the participant wants to improve is useful.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Lean Six Sigma combines two complementary approaches. Lean improves flow and removes what adds no value for the client. Six Sigma reduces variability and defects, using data and a structured five-step approach: DMAIC (Define, Measure, Analyze, Improve, Control). In banking, the method applies to high-volume processes: lending decision times, payment exceptions, incomplete onboarding files, complaint handling. It builds on the Lean Management & Operational Excellence in Banking programme (Réf.

Lean Six Sigma: The Complete Pathway, from Yellow Belt to Master Black Belt

Cut lead times, errors and variability in banking processes with one method shared across every level of the organisation

Modular pathway — 4 levels — 2 to 18 days depending on level — Réf. HA-LSS · Price: contact us

Learning objectives

- Explain Lean and Six Sigma principles and how a DMAIC project runs (Yellow Belt)
- Turn the voice of the customer into measurable requirements and map a process (Yellow Belt)
- Lead a DMAIC project end to end, from project charter to control plan (Green Belt)
- Measure process performance and find root causes with statistical tools (Green Belt)
- Carry out advanced statistical analysis and lead cross-functional projects (Black Belt)
- Design, govern and assess a Lean Six Sigma programme across a business line (Master Black Belt)

Target audience

Yellow Belt: any employee who contributes to improvement projects. Green Belt: managers, project managers and analysts in operations, lending, compliance or IT. Black Belt: continuous improvement leads and cross-functional project managers. Master Black Belt: heads of operational excellence programmes.

Prerequisites

Yellow Belt: none. Green Belt: working knowledge of a spreadsheet; Yellow Belt recommended. Black Belt: Green Belt level or equivalent experience, and an identified improvement project.

Access

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04 · HÉLIOS ACADEMY

Banking Risks, Supervision & Compliance

Six courses on the prudential and compliance foundations of banking: risk mapping, credit risk control, asset-liability management, anti-money laundering applied to digital assets, payment fraud risk management and trading risk management.

Fundamentals of Banking Risk Management (Basel)	p. 35
Credit Risk Management & Over-Indebtedness Prevention	p. 36
Liquidity Risk & Asset-Liability Management (ALM)	p. 37
Digital Assets and AML/CFT	p. 38
Managing Payment Fraud Risk	p. 39
Trading Risk Management	p. 40

Description

A banking institution carries risks of very different natures, whose prudential treatment follows distinct logics. This four-day course lays the foundations: identifying the main risk families, understanding how the Basel accords turn them into capital requirements, and locating each actor's role in the control framework. It is the base layer for the other modules in this area.

Fundamentals of Banking Risk Management (Basel)

The prudential foundations of banking, from risks to capital requirements

Practical course — 4 days — 28 hours — Réf. HA-FRB · Price: contact us

Learning objectives

- Identify the main risk categories carried by a banking institution
- Understand the prudential treatment of each risk category
- Locate the architecture of the Basel accords and their European transposition
- Distinguish the roles of the three lines of defence
- Read the main prudential indicators and understand how they are built
- Locate supervisory work and its consequences for the institution

Target audience

Risk analysts, risk managers, internal auditors and compliance officers.

Prerequisites

No academic prerequisite. Experience in a banking or financial institution is recommended.

Access

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Description

Credit risk is controlled at three moments: at origination, during the life of the loan, and when the first signs of difficulty appear. This three-day course covers all three, on both retail and corporate portfolios, with particular attention to the early detection of over-indebtedness.



Credit Risk Management & Over-Indebtedness Prevention

Controlling risk at origination, through the life of the loan and at the first signals

Practical course — 3 days — 21 hours — Réf. HA-RCS · Price: contact us

Learning objectives

- Assess the risk of a retail or corporate counterparty
- Locate rating methods and their limits
- Monitor a portfolio and detect deterioration before arrears appear
- Identify over-indebtedness situations and address them early
- Calibrate a prevention arrangement proportionate to the portfolio
- Locate provisioning and its effect on earnings

Target audience

Credit analysts, risk managers, recovery managers and legal staff.

Prerequisites

Knowledge of common credit products. No prior accounting training required.

Access

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Description

Liquidity is the risk that kills fastest: a solvent institution can disappear in days for want of funding. This three-day course covers liquidity management tools and asset-liability management, including regulatory ratios, stress scenarios and the funding decisions that follow from them.

Liquidity Risk & Asset-Liability Management (ALM)

The risk that kills fastest: tools, regulatory ratios and stress scenarios

Practical course — 3 days — 21 hours — Réf. HA-ALM · Price: contact us

Learning objectives

- Locate an institution's liquidity position and its drivers
- Understand how the regulatory liquidity ratios are built
- Analyse the interest rate and liquidity gaps of a banking balance sheet
- Build a stress scenario and draw the consequences from it
- Locate the instruments for hedging interest rate risk
- Organise the asset-liability management framework and its governance

Target audience

Treasurers, ALM managers, risk managers and CFOs.

Prerequisites

Command of banking balance sheet mechanics. Practical exposure to liquidity indicators is a plus.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Digital assets have changed the way funds move: near-instant transfers, multiple intermediaries, pseudonymous addresses. For a bank as for a crypto-asset service provider, anti-money laundering and counter-terrorist financing must adapt to these features without giving up its principles. This three-day course sets out the applicable framework, from the FATF Recommendations to MiCA, the Transfer of Funds Regulation and the new EU AML/CFT package, and builds an operational risk-based approach step by step.

Digital Assets and AML/CFT

The best approach to managing money laundering risks linked to crypto-assets

Practical course — 3 days — 21 hours — Réf. HA-ANL · Price: contact us

Learning objectives

- Distinguish the main categories of digital assets and the players that serve them
- Position the applicable AML/CFT framework: FATF, MiCA, Transfer of Funds Regulation, EU AML/CFT package
- Identify money laundering and terrorist financing typologies specific to digital assets
- Build a risk classification covering customers, products, channels and addresses
- Apply due diligence to transfers, including the travel rule
- Organise the detection, analysis and reporting of suspicious transactions

Target audience

Compliance and AML/CFT officers, analysts, internal auditors, staff of crypto-asset service providers, legal counsel.

Prerequisites

Knowledge of AML/CFT fundamentals. No technical blockchain expertise is required.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Payment fraud has shifted: fraudsters bypass technical controls less and manipulate customers themselves more. Fake bank advisers, fake suppliers, CEO fraud: the transaction is authenticated, but it is not intended. This three-day course covers the whole framework, from fraud mapping to steering, including the European regulatory framework, prevention built into customer journeys and real-time detection.

Managing Payment Fraud Risk

Preventing, detecting and handling fraud, from strong authentication to verification of payee

Practical course — 3 days — 21 hours — Réf. HA-FRP · Price: contact us

Learning objectives

- Identify the main fraud typologies by payment instrument
- Position the regulatory framework: strong authentication, liability and refunds, instant payments
- Measure the institution's exposure from its own fraud data
- Design prevention measures built into customer journeys
- Organise real-time alert detection and handling
- Steer the framework and report on it to governing bodies

Target audience

Fraud managers, compliance and operational risk managers, payments managers, analysts, internal auditors.

Prerequisites

Knowledge of the main payment instruments. No prior technical expertise is required.

Access

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Description

Trading activities expose a bank to losses that can materialise within hours: a sharp market move, a counterparty default, an unauthorised position. Controlling them rests on three pillars: reliable risk measures, a limit system that is respected, and control functions independent of the front office. This three-day course follows a market risk from the moment the desk takes it to its presentation to the risk committee.

Trading Risk Management

Measure, limit and control the risks of market activities, from the desk to the risk committee

Practical course — 3 days — 21 hours — Réf. HA-GRT · Price: contact us

Learning objectives

- Map the risks of a market activity and the role of each function, from front office to risk control
- Calculate and interpret sensitivities, VaR, Expected Shortfall and stress test results
- Design a limit system and handle a breach through an escalation procedure
- Measure counterparty exposure on derivatives and the effect of netting and collateral
- Place the applicable prudential requirements, including FRTB, and internal control expectations
- Spot the warning signs of unauthorised trading

Target audience

Market and counterparty risk controllers, middle office and back office teams, markets compliance analysts and officers, internal auditors and inspectors, front office staff who want to structure their approach to risk.

Prerequisites

Basic knowledge of financial products (equities, rates, FX, derivatives) and comfort with spreadsheet calculations. The Fundamentals of Banking Risk Management course (Réf. HA-FRB) is recommended.

Access

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05 · HÉLIOS ACADEMY

Credits, Commitments & International Operations

Six modules covering the credit cycle, from origination to recovery, credit risk hedging with derivatives, hedging products for corporate clients, along with trade finance techniques.

Credit Granting Process & Financial Analysis	p. 42
Debt Collection & Non-Performing Loans Management	p. 43
Documentary Credits: Techniques & Practices	p. 44
Uniform Customs and Practice (UCP 600): Rules, Practice and Outlook	p. 45
Credit Derivatives	p. 46
Hedging Financial Products	p. 47
Structured Finance	p. 48
Financing Participatory Development Projects	p. 49

Description

A credit file is judged on repayment capacity, not on the quality of its presentation. This two-day course covers the full origination chain: reading a company's financial statements or a retail customer's situation, building the analysis, formalising the decision, and setting the terms and collateral matched to the risk identified.



Credit Granting Process & Financial Analysis

Judging a file on repayment capacity, not on presentation

Practical course — 2 days — 14 hours — Réf. HA-OCA · Price: contact us

Learning objectives

- Read and interpret the financial statements of a corporate borrower
- Build the main analytical ratios and judge their significance
- Assess repayment capacity against available cash flows
- Prepare a complete credit file and justify the decision
- Set the terms and collateral matched to the risk
- Identify the files that must be declined or escalated

Target audience

Credit officers, financial analysts and branch managers.

Prerequisites

Able to read a balance sheet and an income statement. No academic prerequisite.

Access

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Description

A badly handled non-performing loan costs twice: in final loss and in time consumed. This two-day course is about building a recovery strategy matched to the debtor profile, from amicable recovery to insolvency proceedings, and about the trade-off between restructuring, disposal and litigation.



Debt Collection & Non-Performing Loans Management

Building a recovery strategy matched to the debtor profile

Practical course — 2 days — 14 hours — Réf. HA-RCD · Price: contact us

Learning objectives

- Segment a distressed portfolio by recovery potential
- Build a recovery strategy matched to each segment
- Conduct an amicable recovery conversation
- Locate insolvency proceedings and their consequences for the creditor
- Arbitrate between restructuring, loan sale and litigation
- Measure the performance of the recovery function

Target audience

Recovery managers, legal departments and risk managers.

Prerequisites

Experience of receivables monitoring or banking litigation is recommended.

Access

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Description

A documentary credit secures an international transaction provided the documents presented are strictly compliant. That is where the difficulty lies: a badly handled discrepancy blocks payment and puts the commercial relationship at risk. This three-day course covers the full cycle, from issuance to settlement, based on real files and the International Chamber of Commerce rules.



Documentary Credits: Techniques & Practices

From contract to settlement, including the handling of discrepancies

Practical course — 3 days — 21 hours — Réf. HA-CDO · Price: contact us

Learning objectives

- Locate the documentary credit among the instruments securing international trade
- Draft and check the terms of a documentary credit issuance
- Check the compliance of the documents presented
- Handle a discrepancy and its consequences for the parties
- Locate the other instruments: documentary collection, guarantees, standby letters of credit
- Advise a client on the instrument suited to their transaction

Target audience

Trade finance managers, back-office managers and treasurers.

Prerequisites

Knowledge of international trade operations. No academic prerequisite.

Access

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Description

The International Chamber of Commerce's Uniform Customs and Practice for Documentary Credits (UCP 600, in force since 1 July 2007) remain the reference for documentary credits. They never apply alone, however: ISBP 821, published in 2023, sets the practice for examining documents; eUCP 2.1 governs electronic presentations; other ICC rules cover reimbursement, guarantees and standbys.

Uniform Customs and Practice (UCP 600): Rules, Practice and Outlook

Mastering UCP 600 and its companion rules, from document examination to electronic presentations

Practical course — 3 days — 21 hours — Réf. HA-RUU · Price: contact us

Learning objectives

- Position UCP 600 within the body of ICC rules and understand its contractual force
- Apply the UCP 600 articles where disputes concentrate: bank undertakings, complying presentation, examination periods, refusals
- Examine documents in line with ISBP 821 practice and justify a notice of refusal
- Handle an electronic or mixed presentation under eUCP 2.1
- Link UCP 600 with the rules on reimbursement, guarantees and standbys in an international transaction
- Monitor changes to the framework and assess their impact on the institution's procedures

Target audience

Trade finance managers and officers, documentary credit back-office staff, banking lawyers, compliance officers, international relationship managers.

Prerequisites

Hands-on experience of documentary credits, or completion of the course "Documentary Credits: Techniques & Practices". No academic prerequisites.

Access

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Description

A credit derivative transfers a borrower's default risk without selling the loan itself. For a bank, it is a portfolio management tool: reducing a concentration on a large client, hedging an exposed sector, freeing up capital or, conversely, taking on exposure without lending. This three-day course starts from the lender's needs. It presents the instruments, their valuation and documentation, then shows how to use them to manage a loan portfolio, while measuring the risks they create in turn: counterparty risk on the protection seller, basis risk and legal risk.

Credit Derivatives

Transfer, hedge and manage the credit risk of a loan portfolio with CDS and related instruments

Practical course — 3 days — 21 hours — Réf. HA-DDC · Price: contact us

Learning objectives

- Describe how the main credit derivatives work and choose the right instrument for a hedging need
- Read the key terms of a CDS confirmation and identify credit events
- Link a CDS spread to default probability and recovery rate, and derive a valuation
- Describe how a credit event is settled, from the determinations committee decision to auction settlement
- Build a loan portfolio hedge and measure its effect on capital requirements
- Identify the related risks and obligations: counterparty, basis, clearing, reporting, market abuse

Target audience

Corporate relationship managers, credit analysts, credit portfolio managers, treasurers, risk and middle office teams, markets compliance officers, internal auditors.

Prerequisites

Sound grasp of credit risk analysis and interest rate products, comfort with spreadsheet calculations. The Credit Granting Process & Financial Analysis course (Réf. HA-OCA) is recommended.

Access

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Description

A company that exports, imports or borrows at a floating rate is exposed to risks outside its core business: a move in EUR/USD or a rise in rates can wipe out its margin. The bank offers hedging products to fix or cap these risks. This three-day course takes the adviser's point of view. It starts from diagnosing the client's exposures, presents hedging instruments and how they work, then covers what makes advice sound: product suitability, cost transparency, documentation and ongoing monitoring. A clear scope The course covers hedging of corporate clients' market risks: FX, interest rates and commodities.



Hedging Financial Products

Advise on, structure and monitor hedges of corporate clients' FX, interest rate and commodity risks

Practical course — 3 days — 21 hours — Réf. HA-PFC · Price: contact us

Learning objectives

- Diagnose a company's exposure to FX, interest rate and commodity risks
- Explain how the main hedging instruments work, what they cost and their payoff profiles
- Propose a hedging strategy suited to the client's risk policy and situation
- Apply MiFID II and EMIR obligations when selling hedging products
- Monitor the valuation of existing hedges and report on it to the client
- Place the principles of hedge accounting under IFRS 9

Target audience

Corporate and large corporate relationship managers, corporate sales staff for market products, treasurers, middle and back office teams, compliance officers, internal auditors.

Prerequisites

Basic knowledge of interest rates, FX and company financial statements; comfort with spreadsheet calculations. The Credit Granting Process & Financial Analysis course (Réf. HA-OCA) is recommended.

Access

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Description

Structured finance relies first on the cash flows of a project, an acquired company or an asset, rather than on a borrower's balance sheet. Deals combine several parties, several layers of debt, and contracts and security designed to allocate each risk to the party best placed to bear it. This three-day course covers the main families of structured finance: project finance, acquisition and leveraged finance, asset finance and export finance. It deals with structuring, cash flow modelling, documentation and security, as well as prudential treatment and how the bank monitors transactions.



Structured Finance

Analyse, structure and monitor project, acquisition and asset financing, from deal structuring to risk management

Practical course — 3 days — 21 hours — Réf. HA-FST · Price: contact us

Learning objectives

- Distinguish the main families of structured finance and the role of each party
- Analyse the risk matrix of a project finance deal and the contractual allocation of risks
- Size debt from cash flows and coverage ratios
- Structure an acquisition financing: debt layers, leverage, financial covenants
- Read the key clauses of the documentation and the security package
- Build prudential treatment, ESG requirements and monitoring into the life of the financing

Target audience

Structured finance bankers and analysts, corporate bankers, credit analysts, risk and credit teams, banking lawyers, middle office and loan monitoring managers.

Prerequisites

Sound knowledge of financial analysis and corporate lending fundamentals. Basic financial mathematics (discounting, rates) is useful. A laptop with a spreadsheet is needed for the exercises.

Access

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Description

A participatory development project involves the people concerned at every stage: identifying needs, design, implementation and monitoring. This approach improves ownership and the sustainability of results, but it complicates financing: amounts are often small and fragmented, project owners loosely structured, and donors demanding on governance and results measurement.

Financing Participatory Development Projects

Structure and finance development projects carried out with communities, combining donors, microfinance and crowdfunding

Practical course — 3 days — 21 hours — Réf. HA-FDP · Price: contact us

Learning objectives

- Explain the principles of participatory development and their effects on financing
- Identify suitable funding sources and their requirements: donors, microfinance, crowdfunding, blended finance
- Build a financing plan and budget consistent with the project's logical framework
- Organise governance that involves communities in decisions and fund management
- Manage financial, operational, compliance and reputational risks
- Measure and report results and impact to funders and beneficiaries

Target audience

Project and finance officers at development institutions, banks and microfinance institutions, NGO and foundation managers, local authorities, impact project owners, development consultants.

Prerequisites

General knowledge of project structuring or finance. No prior knowledge of donors or microfinance is required. A laptop with a spreadsheet is useful for the exercises.

Access

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06 · HÉLIOS ACADEMY

Accounting Standards, Audit & Financial Reporting

Three courses on the IFRS framework applied to banking, from financial instrument recognition to regulatory reporting.

IFRS Standards Applicable to Banks	p. 51
Accounting for Financial Assets and Liabilities	p. 52
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Description

A banking institution does not apply the whole IFRS framework with equal intensity: a handful of standards concentrate most of the interpretation issues and most of the discussion with auditors. This three-day course provides the overview of applicable standards, identifies those carrying the real difficulties, and locates the European endorsement timetable currently under way.

IFRS Standards Applicable to Banks

The standards that genuinely concentrate the interpretation issues

Practical course — 3 days — 21 hours — Réf. HA-IFB · Price: contact us

Learning objectives

- Locate the IFRS and IAS standards applicable to banking activities
- Identify the standards that concentrate interpretation issues
- Understand the European endorsement process and its timetable
- Locate the main differences from the local accounting framework
- Spot the standard-setting developments in preparation and their deadlines
- Organise the institution's standards watch

Target audience

Bank accountants, internal auditors and financial controllers.

Prerequisites

Command of general accounting principles. Practical experience of the local framework is a useful starting point.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Accounting for financial instruments concentrates most of the IFRS complexity for a bank: classification drives measurement, impairment rests on expected rather than incurred losses, and hedge accounting imposes strict documentation. This four-day course covers all three on banking cases, incorporating the amendments applicable to annual periods beginning on or after 1 January 2026.



Accounting for Financial Assets and Liabilities

Classification, expected credit losses and hedging, 2026 amendments included

Practical course — 4 days — 28 hours — Réf. HA-CAP · Price: contact us

Learning objectives

- Classify a financial asset by business model and cash flow characteristics
- Assess the contractual cash flows of a loan, including one carrying sustainability-linked features
- Calculate an impairment allowance under the expected credit loss model
- Locate the three stages of deterioration and the transfer criteria
- Document a hedging relationship and measure its effectiveness
- Handle the derecognition of a financial asset or liability

Target audience

Accountants, risk managers and financial controllers.

Prerequisites

Knowledge of financial statements and common financial products. Attending the IFRS Standards Applicable to Banks module first is recommended.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

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Description

Producing financial statements and regulatory returns draws on the same data but follows different logics, which creates differences that must be explained. This four-day course covers both production chains, how they connect, and the audit trail that allows every published figure to be justified.



Financial & Regulatory Reporting

Two production chains, one audit trail

Practical course — 4 days — 28 hours — Réf. HA-RFR · Price: contact us

Learning objectives

- Produce a set of individual and consolidated financial statements
- Locate the main regulatory returns expected by the supervisor
- Explain the differences between accounting and prudential data
- Organise the audit trail from source data to published statement
- Locate the forthcoming presentation changes and their consequences
- Organise closing work and its timetable

Target audience

Accountants, risk managers and regulatory officers.

Prerequisites

Practical experience of accounting production or prudential reporting. No academic prerequisite.

Access

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Description

The carrying amount of a financial instrument drives an institution's profit, capital and regulatory ratios. For listed instruments it can be read from the market; for illiquid or complex instruments it depends on models and assumptions that the institution must be able to justify. This three-day course presents the principles of financial instrument valuation: fair value under IFRS 13, amortised cost and the effective interest rate under IFRS 9, valuation techniques for bonds, equities and derivatives, valuation adjustments and the prudent valuation required by banking regulation.



Principles of Financial Instrument Valuation

Value bonds, equities and derivatives at fair value and amortised cost, and justify valuations to auditors and supervisors

Practical course — 3 days — 21 hours — Réf. HA-PEV · Price: contact us

Learning objectives

- Define fair value under IFRS 13 and identify the principal market
- Classify valuations in the fair value hierarchy (Levels 1, 2 and 3)
- Apply the market, income and cost approaches to bonds, equities and derivatives
- Calculate amortised cost and the effective interest rate under IFRS 9
- Understand valuation adjustments (CVA, DVA, FVA) and regulatory prudent valuation
- Organise valuation governance: independent price verification, model validation, disclosures

Target audience

Accountants and financial controllers, market risk control and independent price verification teams, internal and external auditors, middle office analysts, heads of financial and regulatory reporting.

Prerequisites

Knowledge of the main financial instruments and the basics of accounting for financial instruments (the "Accounting for Financial Assets and Liabilities" course is a plus). Basic financial mathematics is useful. A laptop with a spreadsheet is needed.

Access

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07 · HÉLIOS ACADEMY

Bank Accounting

Practical modules to master the specific features of accounting for credit institutions, from the chart of accounts to regulatory statements, in line with French and international standards.

Description

A bank's accounts do not look like those of a commercial company. They are organised by type of transaction and by counterparty, the income statement is built around net banking income, and a significant share of commitments sits off balance sheet. These features stem from a body of rules specific to the sector. This three-day course presents that regulatory framework, then the chart of accounts of a credit institution. It then follows a transaction from the journal entry through to the published financial statements and the regulatory returns sent to the supervisor.

Accounting Regulations and the Chart of Accounts of a Banking Institution

Understand the rules that govern bank accounting and read the chart of accounts, from the journal entry to published statements

Practical course — 3 days — 21 hours — Réf. HA-RCB · Price: contact us

Learning objectives

- Identify the authorities and texts that govern accounting for banking institutions
- Distinguish the frameworks applicable to individual and consolidated accounts
- Read the structure of the bank chart of accounts and classify everyday transactions
- Record the main transactions: treasury, loans, deposits, securities and off-balance sheet commitments
- Apply the rules for classifying doubtful loans and recognising impairment
- Read and build a bank's financial statements, from net banking income to net profit

Target audience

Accountants and finance staff in banks, regulatory reporting teams, management controllers, back office teams, internal control and audit, newcomers to a bank from another sector.

Prerequisites

Knowledge of general accounting principles and the French general chart of accounts. No prior knowledge of bank accounting is required.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Securities, loans, deposits and derivatives make up most of a bank's balance sheet. How they are accounted for drives profit, capital and their volatility. Yet the same instrument can be classified, measured and impaired differently depending on whether it sits in the individual accounts, prepared under French GAAP, or in the consolidated accounts, prepared under IFRS. This three-day course covers both frameworks side by side. For each family of instruments, it presents the French rule, the IFRS rule, and then the differences to restate when moving to consolidated accounts. The two frameworks

- French GAAP: ANC Regulation No.

Accounting for Financial Instruments

Classify, measure and account for securities, loans and derivatives under French GAAP and IFRS

Practical course — 3 days — 21 hours — Réf. HA-CIF · Price: contact us

Learning objectives

- Place the texts that apply to financial instruments under French GAAP and IFRS
- Classify and measure securities and loans under each framework
- Calculate impairment under French rules and under the IFRS 9 expected credit loss model
- Account for derivatives and hedge relationships
- Identify and quantify restatements between individual and consolidated accounts
- Read the published disclosures on financial instruments

Target audience

Accountants and managers in bank finance departments, consolidation and reporting teams, financial controllers for market activities, middle office, internal and external auditors.

Prerequisites

Knowledge of bank accounting principles and the main financial products. The Accounting Regulations and the Chart of Accounts of a Banking Institution course (Réf. HA-RCB) is recommended.

Access

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08 · HÉLIOS ACADEMY

Big Data & Data Analytics

Nineteen courses to put big data and artificial intelligence to work in your business: big data fundamentals, architecture and security, data engineering and quality, machine learning, generative AI, management and leadership, regulation, banking, insurance and operational excellence.

Big Data Fundamentals for Finance Professionals	p. 59	Artificial intelligence and managerial excellence	p. 68
Architecture and Security of Big Data Platforms	p. 60	Putting artificial intelligence at the service of leadership	p. 69
Big Data Engineering: Pipelines, Processing and Industrialisation	p. 61	Responsible artificial intelligence and regulation	p. 70
Data Quality: Measure, Correct and Steer	p. 62	AI and credit: from file analysis to decision	p. 71
Machine Learning: Concepts, Validation and Model Risk	p. 63	Assessing creditworthiness with artificial intelligence	p. 72
Real-Time Data: Streams, Events and Banking and Market Use Cases	p. 64	Artificial intelligence for compliance (KYC and AML-CFT)	p. 73
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Prompt Engineering: Working Effectively with Artificial Intelligence	p. 66	Artificial intelligence and insurance fraud detection	p. 75
Transforming an operational process with AI: deploying a Lean Six Sigma project	p. 67	Artificial intelligence and banking fraud detection	p. 76
		AI-augmented Lean Six Sigma	p. 77

Description

Big data refers to data whose volume, variety or velocity exceed traditional processing means. This two-day course presents its principles, technologies and uses in banking and insurance: customer knowledge, risk, compliance, operational performance. It gives decision-makers and business teams the reference points to scope a realistic project.



Big Data Fundamentals for Finance Professionals

Understand what big data covers, its uses and the conditions for success in a bank

Practical course — 2 days — 14 hours — Réf. HA-BDF · Price: contact us

Learning objectives

- Define big data and tell its characteristics apart: volume, variety, velocity, veracity, value
- Describe the main families of data: transactional, unstructured, external, from sensors and the web
- Place the main technology building blocks: distributed storage, batch and stream processing, analytics
- Identify high-value use cases in banking and insurance
- Spot the risks: quality, security, data protection, bias, costs
- Scope a data value project with objectives, indicators and a roadmap

Target audience

Executives, business managers, risk, compliance, marketing, management control, IT managers, project managers.

Prerequisites

No technical prerequisites. A first experience of working with data is useful.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

A big data platform must combine capacity, performance, security and compliance. This two-day course presents reference architectures (warehouse, data lake, hybrid), data security principles and deployment choices in the cloud or on premises. It includes the requirements specific to financial institutions.



Architecture and Security of Big Data Platforms

Design a scalable, secure data platform that meets sector requirements

Practical course — 2 days — 14 hours — Réf. HA-SAD · Price: contact us

Learning objectives

- Compare architectures: warehouse, data lake, hybrid, data mesh
- Choose a deployment model: on premises, public cloud, private cloud, hybrid
- Define a security model: classification, encryption, access control, traceability
- Build personal data protection in by design
- Assess risks linked to providers and reversibility
- Draw up an architecture and security requirements file

Target audience

Data and systems architects, IT managers, heads of security, data and IT risk, technical project managers.

Prerequisites

Basic knowledge of information systems and databases.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Analyses and models are only as good as the data chains that feed them. This three-day course presents the principles of data engineering: ingestion, transformation, distributed processing, orchestration, quality and production operation. It is aimed at technical profiles as well as managers who must steer these chains.



Big Data Engineering: Pipelines, Processing and Industrialisation

Build and run reliable processing chains for large volumes of data

Practical course — 3 days — 21 hours — Réf. HA-ING · Price: contact us

Learning objectives

- Describe the stages of a processing chain: ingestion, transformation, storage, serving
- Tell batch and stream processing apart and their use cases
- Design reproducible and testable transformations
- Orchestrate, monitor and make chains reliable in production
- Build quality and traceability controls into the chains
- Estimate the costs and performance of a chain

Target audience

Data engineers and architects, data analysts, developers, IT managers, heads of IT production, data project managers.

Prerequisites

Basic knowledge of databases and of programming or SQL. A laptop is required for the exercises.

Access

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Description

Reliable decisions require reliable data. This two-day course presents the dimensions of data quality, methods of measurement and correction, and the steering of quality over time. It draws on financial-sector examples: counterparties, transactions, risk indicators and reporting.

Data Quality: Measure, Correct and Steer

Assess the quality of your data and put in place the controls that maintain it

Practical course — 2 days — 14 hours — Réf. HA-QDD · Price: contact us

Learning objectives

- Define the quality dimensions: accuracy, completeness, consistency, uniqueness, timeliness, validity
- Measure quality through rules and indicators
- Diagnose the causes of anomalies and tell one-off correction from fixing at source
- Put in place controls built into processing chains
- Steer quality: thresholds, dashboards, remediation plans
- Link data quality to governance and reporting

Target audience

Heads of data quality, reporting, risk, internal control, data analysts, business managers, IT managers.

Prerequisites

No technical prerequisites. Spreadsheet practice is useful.

Access

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Description

Machine learning has become a common component of decision processes. This three-day course presents the families of models, data preparation, evaluation and validation, then model risk and how to control it. It trains informed users and managers able to question results, without becoming programming specialists.



Machine Learning: Concepts, Validation and Model Risk

Understand how models work, assess them and manage their risk

Practical course — 3 days — 21 hours — Réf. HA-MLV · Price: contact us

Learning objectives

- Tell supervised, unsupervised and reinforcement learning apart, and their uses
- Prepare the data for a model: variables, dataset splits, missing values
- Evaluate a model with suitable measures: precision, recall, curves, stability
- Spot overfitting, bias and data drift
- Organise independent validation and model documentation
- Set up monitoring of a model in production and its alert thresholds

Target audience

Model analysts and validators, risk, internal control, internal audit, business managers, data project managers.

Prerequisites

Basic statistics. No programming skills are required.

Access

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Description

Payments, market orders, fraud alerts: many processes require a decision within seconds. This two-day course presents the principles of real-time data processing, event-driven architectures and banking and market use cases. It also covers the constraints of reliability, compliance and cost.



Real-Time Data: Streams, Events and Banking and Market Use Cases

Use data as it flows to detect, decide and react faster

Practical course — 2 days — 14 hours — Réf. HA-BDT · Price: contact us

Learning objectives

- Tell batch, near-real-time and real-time processing apart according to business needs
- Describe an event- and message-driven architecture
- Identify use cases: fraud, instant payments, market data, surveillance
- Define latency, reliability and availability requirements
- Take compliance, security and traceability constraints into account
- Assess the cost-benefit of a real-time solution

Target audience

Heads of payments, fraud, markets, operations, data architects, IT managers, heads of risk.

Prerequisites

No advanced technical prerequisites. Basic knowledge of information systems.

Access

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Description

Generative artificial intelligence produces text, images, sound or code from a simple instruction. It has spread through companies in a few years, often faster than the internal rules meant to govern it. This two-day course gives the reference points needed to find your way: how models work, who the players are, which uses create value, which risks must be controlled and which rules apply. It is designed for those who choose, steer or oversee projects, with no technical skills required.



The Generative Artificial Intelligence Ecosystem

Understand the technologies, players, uses and framework of generative AI to make informed decisions

Practical course — 2 days — 14 hours — Réf. HA-IAG · Price: contact us

Learning objectives

- Explain how a large language model works and its limits
- Place the main players, models and types of tools on the market
- Identify high-value uses in their organisation
- Distinguish assistants, retrieval based on company documents and agents
- Assess the risks: errors, bias, confidentiality, intellectual property, security
- Place the applicable framework, including the EU Artificial Intelligence Act and the GDPR, and the basics of AI governance

Target audience

Executives, managers, project managers, business leads, and compliance, legal, risk and IT teams who decide on or oversee generative AI use.

Prerequisites

No technical knowledge is required. Some experience using an AI assistant helps but is not essential.

Access

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Description

The quality of an AI answer depends largely on how it is asked. A vague instruction gets a generic answer; a precise instruction, with context and an expected format, gets a result that can be used straight away. This two-day course is mainly hands-on. Participants learn to structure their requests, iterate, check answers and build a library of reusable instructions. Exercises use assistants available on the market, and the techniques taught apply to every tool.



Prompt Engineering: Working Effectively with Artificial Intelligence

Write precise instructions to get reliable, useful answers from AI assistants

Practical course — 2 days — 14 hours — Réf. HA-PRE · Price: contact us

Learning objectives

- Structure an instruction: context, role, task, constraints and output format
- Use examples to guide the answer
- Break a complex task down into steps
- Improve an answer through successive iterations
- Check the reliability of an answer and spot errors
- Use AI responsibly, without exposing confidential data

Target audience

Any employee who uses an AI assistant at work: managers, project managers, analysts, and sales, legal, finance, HR and support teams.

Prerequisites

No technical prerequisites. A laptop with Internet access is needed for the practical work.

Access

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Description

Many organisations hold large amounts of data on their processes without managing to use it to improve them. Artificial intelligence can now speed up every stage of an improvement project: mapping the real process, measuring its performance, identifying the causes of malfunctions and testing solutions. This three-day course follows the DMAIC approach (Define, Measure, Analyse, Improve, Control) on a common case study. At each stage, participants combine proven Lean Six Sigma tools with the contributions of AI to run a concrete, measurable transformation project.



Transforming an operational process with AI: deploying a Lean Six Sigma project

Run a DMAIC project end to end, using artificial intelligence to measure, analyse and improve a process

Practical course — 3 days — 21 hours — Réf. HA-TPO · Price: contact us

Learning objectives

- Frame an improvement project and assess its financial stakes
- Map a real process from data, including through process mining
- Measure the performance and capability of a process
- Identify root causes using statistical tools and AI
- Design, test and deploy improvement solutions
- Sustain the gains through process monitoring and control

Target audience

Project managers, process owners, quality and continuous improvement managers, operational managers and members of transformation teams.

Prerequisites

Prior project management experience is helpful. No prior knowledge of statistics or artificial intelligence is required. A laptop is needed for the practical work.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Artificial intelligence is profoundly changing managers' daily work: preparing decisions, organising work, monitoring activities and communicating with teams. Used well, it frees up time for what matters; poorly framed, it creates new risks and new concerns. This two-day course helps managers integrate AI into their practices in a concrete and responsible way. It combines practical workshops on everyday uses with a reflection on the manager's role in an organisation transformed by AI.



Artificial intelligence and managerial excellence

Use AI to make better decisions, organise work more effectively and support your teams

Practical course — 2 days — 14 hours — Réf. HA-EXM · Price: contact us

Learning objectives

- Identify the uses of AI that improve managerial effectiveness
- Prepare decisions using summaries and analyses produced by AI
- Organise team work by integrating AI tools
- Manage performance with richer indicators
- Support employees as their jobs evolve
- Set clear and responsible usage rules within the team

Target audience

Team leaders, middle managers, department heads and team managers in any sector.

Prerequisites

No technical knowledge is required. Prior use of an AI assistant is helpful but not mandatory.

Access

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Description

Artificial intelligence is not just a technology topic: it is a matter of strategy, organisation and culture. Leaders must set a direction, decide on investments, manage risks and give meaning to a transformation that affects every function. This two-day course is designed for executives and members of management committees. It gives them the keys to carry an AI vision, choose the right projects, lead change and embody leadership suited to an AI-augmented organisation.

Putting artificial intelligence at the service of leadership

Set a vision, lead the transformation and bring the organisation into the age of AI

Practical course — 2 days — 14 hours — Réf. HA-LEA · Price: contact us

Learning objectives

- Understand the strategic stakes of AI for your sector
- Define an AI vision and ambition for your organisation
- Select and prioritise high-value projects
- Establish governance and a culture of responsible AI
- Lead change and bring teams on board
- Develop your own use of AI as a leader

Target audience

Executives, members of management and executive committees, business unit heads, transformation and strategy leaders.

Prerequisites

No technical knowledge is required. Management or leadership experience is recommended.

Access

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Description

The European regulation on artificial intelligence imposes new obligations on organisations that develop, purchase or use AI systems. It adds to the GDPR, sector-specific rules and growing expectations from customers and authorities regarding ethics and transparency. This two-day course presents the applicable framework in a clear, practical way. Participants learn to classify AI systems by risk level, identify their obligations and build a compliance approach suited to their organisation.

Responsible artificial intelligence and regulation

Master the legal framework for AI and implement an operational compliance approach

Practical course — 2 days — 14 hours — Réf. HA-IAR · Price: contact us

Learning objectives

- Explain the principles of responsible artificial intelligence
- Describe the European AI regulation, its risk-based approach and its timeline
- Classify an AI system by risk level
- Identify the obligations of providers and deployers
- Align AI requirements with the GDPR and sector rules
- Build an AI compliance and governance approach

Target audience

Lawyers, compliance officers, data protection officers, risk managers, internal auditors, project managers and IT managers.

Prerequisites

No technical knowledge is required. Basic knowledge of the GDPR is helpful.

Access

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Description

The lending process involves a large volume of documents and data: supporting documents, bank statements, financial statements and external information. Artificial intelligence speeds up file review, makes analysis more reliable and improves the quality of decisions. This two-day course presents the uses of AI at each stage of the credit process, for both individuals and businesses. It also covers the regulatory requirements that frame these uses, in particular the explainability of decisions and human oversight.

AI and credit: from file analysis to decision

Integrate artificial intelligence into the lending process, from file review to decision

Practical course — 2 days — 14 hours — Réf. HA-CRD · Price: contact us

Learning objectives

- Identify the uses of AI at each stage of the credit process
- Automate the collection and analysis of supporting documents
- Use transaction data to enrich the analysis
- Use scoring models and understand their limits
- Explain an AI-supported credit decision
- Comply with the applicable regulatory requirements

Target audience

Relationship managers, credit analysts, heads of lending, credit committee members, risk managers and banking transformation project managers.

Prerequisites

Knowledge of the credit process is recommended. No technical knowledge of artificial intelligence is required.

Access

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Description

Assessing creditworthiness is at the heart of lending. It traditionally relies on analysing income, expenses, financial statements and repayment history. Artificial intelligence makes it possible to use more data and detect weaknesses earlier. This two-day course presents methods for assessing the creditworthiness of individuals and businesses, and how AI complements them. Participants learn to read a model's output, check its relevance and retain expert judgement.



Assessing creditworthiness with artificial intelligence

Measure borrowers' repayment capacity by combining financial analysis and AI models

Practical course — 2 days — 14 hours — Réf. HA-SOL · Price: contact us

Learning objectives

- Apply traditional creditworthiness assessment methods
- Understand how AI scoring models work
- Use transaction and alternative data
- Detect early warning signs of default
- Interpret and explain a model's output
- Meet validation and non-discrimination requirements

Target audience

Credit analysts, relationship managers, risk managers, modelling and validation teams, collection managers and auditors.

Prerequisites

Basic financial analysis knowledge is recommended. No programming knowledge is required.

Access

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Description

Know Your Customer (KYC) and anti-money laundering and counter-terrorist financing (AML-CFT) frameworks generate a considerable volume of checks, alerts and documents. Many alerts turn out to be false positives, tying up teams at the expense of real risks. This two-day course shows how AI improves the effectiveness of these frameworks: identity verification, screening, transaction monitoring, alert analysis and report drafting. It recalls the regulatory requirements and the conditions for controlled use.



Artificial intelligence for compliance (KYC and AML-CFT)

Strengthen customer due diligence and the fight against money laundering with artificial intelligence

Practical course — 2 days — 14 hours — Réf. HA-KYC · Price: contact us

Learning objectives

- Describe the AML-CFT regulatory framework and its European developments
- Identify the uses of AI in the KYC framework
- Automate onboarding and identity verification
- Improve transaction monitoring and reduce false positives
- Speed up alert analysis and the preparation of reports
- Govern the use of AI within a compliance framework

Target audience

Compliance managers and analysts, AML-CFT and KYC teams, relationship managers, internal auditors, risk managers and compliance project managers.

Prerequisites

Basic knowledge of AML-CFT obligations is recommended. No technical knowledge is required.

Access

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Description

Claims handling is the moment of truth in the relationship between insurer and policyholder. Turnaround times, clear communication and fair compensation drive customer satisfaction and loyalty. It is also a major cost item for insurers. This two-day course presents the uses of AI at each stage of the journey: notification, qualification, assessment, fraud detection, settlement and customer relations. Participants learn to redesign the journey and manage a transformation project.



Transforming the claims journey with AI

Speed up claims handling and improve the policyholder experience with artificial intelligence

Practical course — 2 days — 14 hours — Réf. HA-SIN · Price: contact us

Learning objectives

- Map the claims journey and its friction points
- Automate claim notification and qualification
- Use AI for damage assessment and expert appraisal
- Route files according to their complexity
- Improve communication with policyholders
- Manage a claims journey transformation project

Target audience

Claims managers and handlers, customer experience managers, transformation project managers, fraud and insurance operations managers.

Prerequisites

Knowledge of how insurance works is recommended. No technical knowledge is required.

Access

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Description

Insurance fraud is a significant cost for insurers and, ultimately, for all policyholders. It takes increasingly varied forms: exaggerated claims, fake documents, fictitious claims and organised networks. This two-day course presents AI-based fraud detection methods: rules, scores, network analysis, and document and image analysis. It also covers how to organise investigations and the rules to follow, particularly regarding data protection.

Artificial intelligence and insurance fraud detection

Detect insurance fraud earlier and more effectively with artificial intelligence

Practical course — 2 days — 14 hours — Réf. HA-FRA · Price: contact us

Learning objectives

- Identify the main types of insurance fraud
- Understand AI-based detection methods
- Detect fake documents and altered images
- Uncover organised fraud networks
- Organise alert handling and investigations
- Comply with the legal framework for fighting fraud

Target audience

Claims handlers, fraud investigators and managers, compliance and risk managers, insurance data analysts.

Prerequisites

Knowledge of how insurance works is recommended. No technical knowledge is required.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Banking fraud is evolving rapidly: payment fraud, identity theft, fake bank adviser scams, CEO fraud and fraudulent account openings. Fraudsters themselves use AI, making attacks more convincing and more frequent. This two-day course presents AI-based detection systems, from real-time transaction analysis to the detection of fraudulent accounts. It covers the trade-off between security and customer experience, as well as institutions' regulatory obligations.

Artificial intelligence and banking fraud detection

Protect customers and the institution against fraud with artificial intelligence

Practical course — 2 days — 14 hours — Réf. HA-FRB · Price: contact us

Learning objectives

- Identify the main types of banking fraud
- Understand how a real-time detection system works
- Use AI to detect fraudulent transactions and accounts
- Combat social engineering and AI-generated fraud
- Balance security and a smooth customer experience
- Meet regulatory and reimbursement obligations

Target audience

Fraud managers and analysts, payment managers, customer advisers, compliance, risk and security managers.

Prerequisites

Knowledge of how payment methods work is recommended. No technical knowledge is required.

Access

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Description

Lean Six Sigma has proven its worth in reducing waste and process variability. Artificial intelligence brings new capabilities: using large volumes of data, automatic root cause analysis, predicting drifts and automating controls. This three-day course presents the key Lean Six Sigma tools and how AI strengthens them. It is designed for continuous improvement practitioners who want to modernise their methods and for teams discovering the approach.

AI-augmented Lean Six Sigma

Combine Lean Six Sigma methods and artificial intelligence for faster, more precise continuous improvement

Practical course — 3 days — 21 hours — Réf. HA-LSA · Price: contact us

Learning objectives

- Master the key principles and tools of Lean and Six Sigma
- Identify the contributions of AI at each stage of the approach
- Use process data through process mining
- Use machine learning for root cause analysis
- Predict and prevent process drifts
- Integrate AI into a continuous improvement programme

Target audience

Continuous improvement practitioners (Green Belt, Black Belt), quality and operations managers, project managers, managers and process analysts.

Prerequisites

No Lean Six Sigma certification is required. Basic knowledge of statistics is helpful. A laptop is needed for the practical work.

Access

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09 · HÉLIOS ACADEMY

Data Governance & Analytics

Practical modules to structure data governance and produce reliable analysis, in line with the regulatory and prudential requirements of the banking sector.

Data Governance: Roles, Policies and Bodies p. 79

Risk Data Aggregation and Reporting: the BCBS 239 Principles p. 80

GDPR for Banking and Finance Professionals p. 81

Data Catalogue, Lineage and Metadata p. 82

Master Data Management (MDM) p. 83

Data and Regulatory Reporting p. 84

Data Governance and Digital Operational Resilience (DORA) p. 85

Data Analysis Fundamentals p. 86

Data: From Preparation to Visualisation p. 87

SQL and Data Analysis p. 88

Relational Database Management Systems p. 89

Analysing Data with Python p. 90

Analysing Data with R p. 91

Analysing Data with Data Factory p. 92

Description

The quality, security and value of data depend first on a clear organisation. This two-day course sets out the components of a data governance framework: roles, policies, bodies, indicators and roadmap. It draws on examples from financial institutions and offers a step-by-step approach suited to the size of the organisation.



Data Governance: Roles, Policies and Bodies

Set up a clear governance framework, identified responsibilities and bodies that decide

Practical course — 2 days — 14 hours — Réf. HA-GDD · Price: contact us

Learning objectives

- Define the purpose and scope of a data governance framework
- Tell roles apart and assign them: data owner, business referent, data steward, data protection officer
- Draft the essential policies and standards
- Organise decision-making bodies and their link with other control functions
- Choose indicators to steer governance
- Build a step-by-step roadmap and lead the change

Target audience

Chief data officers, IT directors, risk, compliance, internal control, business managers, project managers.

Prerequisites

No technical prerequisites. A general knowledge of how a financial institution is organised is useful.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

The Basel Committee's principles for effective risk data aggregation and risk reporting (BCBS 239) set precise expectations for governance, infrastructure, aggregation capabilities and reporting. This two-day course presents the fourteen principles, how supervisors read them and the self-assessment approach. It provides a method to identify gaps and build an action plan.



Risk Data Aggregation and Reporting: the BCBS 239 Principles

Apply the Basel Committee's fourteen principles to the governance and quality of risk data

Practical course — 2 days — 14 hours — Réf. HA-B239 · Price: contact us

Learning objectives

- Explain the purpose and structure of the fourteen principles
- Assess governance and data infrastructure against the principles
- Appraise aggregation capabilities: accuracy, completeness, timeliness, adaptability
- Assess the quality of risk reports: clarity, frequency, distribution
- Run a self-assessment and formalise the gaps
- Build a prioritised remediation plan and track its progress

Target audience

Heads of risk, regulatory reporting and data quality, IT directors, internal control, internal audit, remediation project managers.

Prerequisites

General knowledge of a bank's risk framework. No technical prerequisites.

Access

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Description

Financial institutions hold large volumes of personal data and are subject to specific obligations. This two-day course presents the principles of the General Data Protection Regulation, their application to banking and finance, and the link with record-keeping and anti-money-laundering obligations. It provides practical compliance tools.



GDPR for Banking and Finance Professionals

Process clients' personal data in compliance, from collection to retention

Practical course — 2 days — 14 hours — Réf. HA-RGD · Price: contact us

Learning objectives

- Explain the GDPR principles and the legal bases applicable to financial activities
- Map processing activities and keep the record of processing
- Organise the exercise of individuals' rights and the response deadlines
- Define retention periods compatible with sector obligations
- Carry out an impact assessment and frame processors and transfers outside the European Union
- Handle a data breach and report it

Target audience

Data protection officers, compliance officers, lawyers, IT managers, business managers, auditors.

Prerequisites

No prerequisites. A general knowledge of data processing in the financial sector is useful.

Access

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Description

Without a shared description of data, each team reinvents definitions and gaps multiply. This two-day course presents the components of a data catalogue, the types of metadata, lineage methods and the conditions for adoption by business teams. It focuses on approach and organisational choices, without depending on a particular tool.



Data Catalogue, Lineage and Metadata

Document, find and trace data so that it is understood and reused

Practical course — 2 days — 14 hours — Réf. HA-CLM · Price: contact us

Learning objectives

- Tell business, technical and operational metadata apart
- Design the content and structure of a data catalogue
- Document the end-to-end lineage of an indicator or a report
- Define the processes for feeding, validating and updating the catalogue
- Choose the criteria for selecting a cataloguing tool
- Encourage adoption of the catalogue by business teams

Target audience

Heads of data and reporting, data architects, business analysts, data quality managers, project managers.

Prerequisites

Basic knowledge of information systems and databases. No advanced technical prerequisites.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Reference data (counterparties, products, instruments, structures) feeds every process. When it differs from one system to another, errors spread to reporting, risk and compliance. This three-day course sets out the principles of master data management, the possible architectures and the implementation approach, from scoping to operation.



Master Data Management (MDM)

Build a single, reliable reference for counterparties, products and financial instruments

Practical course — 3 days — 21 hours — Réf. HA-MDM · Price: contact us

Learning objectives

- Identify the master data domains and their issues
- Compare master data management architectures
- Design matching, de-duplication and reliability rules
- Define master data governance: responsibilities, validation workflows, indicators
- Organise the take-on of existing data and the initial quality clean-up
- Steer a master data management project

Target audience

Heads of data, data architects, IT managers, heads of reporting, risk and compliance, project managers.

Prerequisites

Basic knowledge of information systems and databases.

Access

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Description

Regulatory submissions (EMIR, MiFIR, prudential and financial statements) rely on long data chains, where each break can produce an error. This two-day course presents the principles of a controlled production chain: sources, transformations, controls, reconciliations, governance and traceability. It focuses on data quality and control, not on the content of each report.



Data and Regulatory Reporting

Make the regulatory reporting production chain reliable, from source to submission

Practical course — 2 days — 14 hours — Réf. HA-DRR · Price: contact us

Learning objectives

- Map the production chain of a regulatory report, from source to submission
- Identify break points and error risks in the chain
- Define the quality controls and reconciliations at each stage
- Organise governance, responsibilities and the audit trail
- Handle anomalies, rejections and corrections
- Set up monitoring indicators and a continuous improvement framework

Target audience

Heads of regulatory and financial reporting, data quality, risk, internal control, internal audit, IT directors.

Prerequisites

General knowledge of a financial institution's regulatory submissions. No technical prerequisites.

Access

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Description

The Digital Operational Resilience Act (DORA) requires financial entities to keep structured information on their ICT service providers, incidents and tests. This two-day course is devoted to the governance of the data that feeds this framework: sources, quality, responsibilities and controls. It complements the courses on risk management and continuity.



Data Governance and Digital Operational Resilience (DORA)

Master the data behind DORA: provider register, incidents and testing

Practical course — 2 days — 14 hours — Réf. HA-DOR · Price: contact us

Learning objectives

- Describe the main DORA requirements that rely on structured data
- Design the process for keeping the register of information on arrangements with ICT service providers
- Organise the collection, classification and reporting of ICT-related incidents
- Define the roles and quality controls over this data
- Link DORA data to the institution's other reference data
- Prepare exchanges with the supervisor

Target audience

Heads of operational resilience, IT risk, compliance, procurement, information security, data managers, auditors.

Prerequisites

General knowledge of the DORA regulation or attendance of a course on operational resilience.

Access

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Description

Data is everywhere in organisations, but drawing a reliable conclusion from it takes method: asking the right question, checking data quality, choosing the right metrics, avoiding interpretation traps and presenting a result that helps decision-making. This two-day course is the entry point of the Hélios Academy data pathway. It provides the common foundations for everyone who works with figures, before the more technical courses on SQL, Python, R and Data Factory. Exercises use a spreadsheet and Power BI Desktop.



Data Analysis Fundamentals

Understand, question and interpret data to inform decisions, without programming

Practical course — 2 days — 14 hours — Réf. HA-FAD · Price: contact us

Learning objectives

- Turn a business question into an analysis question and measurable metrics
- Identify data types, sources and the main data quality issues
- Prepare and clean a dataset in a spreadsheet and in Power Query
- Describe data with basic statistics: mean, median, spread, trends
- Choose suitable visualisations and build a simple dashboard in Power BI
- Interpret results critically and present them convincingly

Target audience

Managers, project managers, management controllers, reporting officers, sales, marketing, finance and operations teams, and anyone who reads, produces or comments on quantitative analyses.

Prerequisites

Regular use of a spreadsheet. No programming or advanced statistics knowledge is required. A laptop with a spreadsheet and Power BI Desktop is needed; installation is supported at the start of the session.

Access

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Description

A useful dashboard relies on a controlled chain: data prepared reliably and reproducibly, a well-built model, correct measures and a layout that guides the reader. When one link is missing, figures differ from one report to another and trust disappears. This three-day course covers the whole chain with Power BI: data preparation with Power Query, star schema modelling, calculations with the DAX language, report design, then publishing, sharing and refreshing in the Power BI service. It follows on from "Data Analysis Fundamentals" for those who build and maintain dashboards.



Data: From Preparation to Visualisation

Prepare, model and visualise data with Power BI, through to a shared, automatically refreshed dashboard

Practical course — 3 days — 21 hours — Réf. HA-DPV · Price: contact us

Learning objectives

- Import and prepare data from multiple sources with Power Query in a reproducible way
- Build a star schema data model, with relationships and a date table
- Write DAX measures: aggregations, filters with CALCULATE, time comparisons
- Design readable, interactive reports that answer users' questions
- Publish, share and schedule refresh in the Power BI service
- Secure data access and document the dashboard

Target audience

Analysts, management controllers, reporting officers, dashboard owners, finance, sales and operations teams, BI project managers.

Prerequisites

Regular use of a spreadsheet and basic data analysis skills (the "Data Analysis Fundamentals" course or equivalent experience is recommended). No programming is required. A laptop with Power BI Desktop is needed.

Access

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Description

In a company, the data that supports decisions sits in relational databases: customers, products, orders, invoices, shipments. SQL is the language used to query them directly, without depending on extracts prepared by other teams. This three-day course teaches participants to write reliable queries, check data quality and produce usable analysis. Exercises run on a fictitious company's database, using PostgreSQL. The SQL taught follows the language standard and carries over to the databases most common in business, including Oracle and Microsoft SQL Server.



SQL and Data Analysis

Query, check and analyse business data with SQL, from the first query to the dashboard

Practical course — 3 days — 21 hours — Réf. HA-SQL · Price: contact us

Learning objectives

- Understand the structure of a relational database: tables, keys and relationships
- Write queries to select, filter, sort and aggregate data
- Combine several tables using joins
- Use subqueries, common table expressions and window functions
- Check data quality and document anomalies
- Prepare datasets and indicators for reporting

Target audience

Analysts, management controllers, risk, compliance and regulatory reporting teams, auditors, project managers and business owners working on data projects.

Prerequisites

Comfort with a spreadsheet. No prior knowledge of SQL or programming is required. A laptop is needed for the practical work.

Access

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Description

Most of an organisation's data sits in relational database management systems: customers, orders, invoices, accounts, transactions. Designing and running them well determines application reliability, data quality, security and performance. This three-day course goes beyond querying data. It teaches how to model a database, create it with its constraints, manage transactions and concurrent access, secure access, back up and restore, and optimise performance. Exercises use PostgreSQL; the principles carry over to Oracle, Microsoft SQL Server and MySQL.



Relational Database Management Systems

Design, build, secure and operate a relational database, from modelling to performance

Practical course — 3 days — 21 hours — Réf. HA-SGB · Price: contact us

Learning objectives

- Explain the relational model and the role of a database management system
- Design an entity-relationship model and normalise it
- Create tables, constraints and indexes with the data definition language
- Understand transactions, ACID properties and isolation levels
- Manage users, roles and permissions, then back up and restore a database
- Analyse an execution plan and improve performance

Target audience

Developers, data analysts and engineers, future database administrators, technical project managers, IT and business teams who design or maintain business applications.

Prerequisites

Basic SQL (the "SQL and Data Analysis" course or equivalent experience is recommended). A laptop is needed; the PostgreSQL environment is provided.

Access

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Description

Spreadsheet analyses quickly reach their limits: files that are too large, the same copy-paste every month, formulas that are hard to check. Python, with the pandas library, handles large volumes of data, documents every step and reruns an analysis in one click. This three-day course is designed for programming beginners. Participants work in Jupyter notebooks on the data of a fictitious company. They learn to import and clean data, analyse it, produce charts and automate a recurring report.



Analysing Data with Python

Import, clean, analyse and visualise business data with Python and pandas, then automate recurring analyses

Practical course — 3 days — 21 hours — Réf. HA-PYT · Price: contact us

Learning objectives

- Write and run simple Python programs in a Jupyter notebook
- Import data from Excel and CSV files and from a SQL database
- Clean and prepare data: types, missing values, duplicates, currencies and dates
- Analyse data with pandas: filters, aggregations, joins, pivot tables
- Produce clear charts with Matplotlib and seaborn
- Automate a recurring analysis and export the results to Excel

Target audience

Analysts, management controllers, finance, sales and logistics teams, auditors, reporting officers, data project managers and anyone who prepares analyses from files or databases.

Prerequisites

Comfortable with a spreadsheet and its formulas. No programming experience is required; the "SQL and Data Analysis" course is a plus. A laptop is needed for the practical work.

Access

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Description

R is a language designed for statistical analysis and visualisation. Combined with the tidyverse, a consistent set of libraries, it lets you prepare data, produce high-quality charts and test hypotheses rigorously, while keeping a full record of every step. This three-day course is designed for programming beginners. Participants work in RStudio on the data of a fictitious company. They learn to import and transform data, visualise it with ggplot2, carry out simple statistical analyses and produce a reproducible report with Quarto.



Analysing Data with R

Explore, model and present business data with R and the tidyverse, through to a reproducible report

Practical course — 3 days — 21 hours — Réf. HA-RDA · Price: contact us

Learning objectives

- Write and run R scripts in RStudio
- Import data from Excel, CSV files and a SQL database
- Transform and prepare data with dplyr and tidyr
- Produce polished charts with ggplot2
- Carry out statistical analyses: comparison tests, correlation, linear regression
- Write a reproducible report with Quarto, from code to final document

Target audience

Analysts, management controllers, research officers, marketing, finance and quality teams, auditors, data project managers and anyone who needs to draw quantified, well-argued conclusions from data.

Prerequisites

Comfortable with a spreadsheet and basic descriptive statistics (mean, median, standard deviation). No programming experience is required. A laptop is needed for the practical work.

Access

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Description

An analysis is only as reliable as the data behind it: complete, consistent and up to date. Yet this data is often scattered across a business management system, files sent by subsidiaries and online services. Azure Data Factory, Microsoft's data integration service, collects, transforms and loads it automatically into a database or data lake, ready for analysis. This three-day course teaches how to design data pipelines without writing code, using the service's visual interface. Participants build a complete chain, from connecting to sources to a Power BI dashboard, then learn to automate, monitor and secure it.



Analysing Data with Data Factory

Integrate, transform and orchestrate data flows with Azure Data Factory to feed reliable, up-to-date analyses

Practical course — 3 days — 21 hours — Réf. HA-ADF · Price: contact us

Learning objectives

- Explain the architecture of a cloud data integration chain and where Data Factory fits
- Connect a range of sources: internal databases, files, online services
- Copy and transform data with the copy activity and data flows
- Orchestrate and automate parameterised pipelines, with incremental loading and triggers
- Monitor, secure and control the cost of processing
- Make data available to Power BI for analysis

Target audience

Data analysts and engineers, BI developers, database administrators, data project managers, finance and management control teams who want to automate the data feeding their analyses and reporting.

Prerequisites

Good working knowledge of SQL (the "SQL and Data Analysis" course is recommended) and basic database concepts. No programming experience is required. A laptop is needed; an Azure training environment is provided.

Access

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10 · HÉLIOS ACADEMY

Crypto-Assets & Blockchain

Seven courses to understand crypto-assets and blockchain, master their regulatory framework and manage the associated risks: compliance, risk, prudential requirements, custody and financial stability.

Understanding Crypto-Assets and Blockchain	p. 94
The European Crypto-Asset Framework: the MiCA Regulation	p. 95
Operational Compliance for a Crypto-Asset Service Provider	p. 96
Crypto-Asset Risks: Identify, Measure and Manage	p. 97
Prudential Treatment of Crypto-Asset Exposures	p. 98
Custody, Security and Cyber Risks of Digital Assets	p. 99
Stablecoins, Decentralised Finance and Central Bank Digital Currencies	p. 100

Description

Blockchain and crypto-assets have entered the scope of banks, insurers and supervisors. This two-day course gives the technical and economic foundations needed to talk with specialist teams, assess an offer or a project, and read the applicable texts. No development skills are required.



Understanding Crypto-Assets and Blockchain

Master the vocabulary, technologies and players of the digital-asset ecosystem

Practical course — 2 days — 14 hours — Réf. HA-CAB · Price: contact us

Learning objectives

- Explain how a blockchain works: distributed ledger, consensus, keys and signatures
- Tell the main categories of crypto-assets apart: payment tokens, stablecoins, utility tokens, financial tokens
- Identify the players of the ecosystem: miners and validators, exchanges, custodians, issuers
- Place the use cases relevant to banking and finance, and their limits
- Spot the main risks and the applicable regulatory framework

Target audience

Heads of retail and investment banking, risk, compliance, internal audit, lawyers, project managers and anyone who deals with digital-asset topics.

Prerequisites

No technical prerequisites. A general knowledge of financial products is useful.

Access

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Description

The European Markets in Crypto-Assets Regulation (MiCA) sets rules for the issuance of certain tokens and for service providers. This three-day course presents the structure of the text, the regimes by token category, the obligations of issuers and providers, and the link with other European texts. Participants learn to qualify a token and draw the operational consequences.



The European Crypto-Asset Framework: the MiCA Regulation

Understand and apply the European regime for issuers and crypto-asset service providers

Practical course — 3 days — 21 hours — Réf. HA-MIC · Price: contact us

Learning objectives

- Qualify a crypto-asset under MiCA and the other applicable regimes
- Distinguish the regimes for e-money tokens, asset-referenced tokens and other crypto-assets
- Describe the disclosure, governance and conduct obligations of issuers and providers
- Place the role of national and European authorities in authorisation and supervision
- Link MiCA with financial markets rules, payment services rules and AML/CFT
- Identify the points of vigilance in a compliance programme

Target audience

Lawyers, compliance officers, heads of digital-asset projects, risk, regulatory affairs, business line managers.

Prerequisites

General knowledge of financial services regulation. Blockchain basics are an advantage but are not required.

Access

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Description

Obtaining an authorisation is not enough: a crypto-asset service provider must run a working governance, control and conduct framework. This two-day course focuses on the operational organisation of compliance, leaving aside anti-money laundering, which is covered elsewhere. It draws on practical cases of set-up and control.



Operational Compliance for a Crypto-Asset Service Provider

Organise the control and governance framework of a digital-asset provider

Practical course — 2 days — 14 hours — Réf. HA-CPS · Price: contact us

Learning objectives

- Build a compliance plan suited to the provider's activity and size
- Organise the three lines of defence and the role of management
- Set up conflicts-of-interest prevention and complaints handling
- Frame marketing communications and client information
- Define ongoing and periodic controls and the monitoring indicators

Target audience

Compliance and internal control officers, executives and operations managers of crypto-asset service providers, internal auditors, lawyers.

Prerequisites

Basic knowledge of the framework applicable to crypto-assets (for example the course "The European Crypto-Asset Framework: the MiCA Regulation").

Access

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Description

Crypto-assets combine familiar risks with new ones: extreme volatility, fragmented liquidity, dependence on technical infrastructure, concentration of players. This three-day course offers a complete risk map and, for each risk, proven management methods: limits, collateral, stress scenarios, continuity plans. It is aimed at professionals who must decide, control or report.



Crypto-Asset Risks: Identify, Measure and Manage

Map the market, credit, liquidity and operational risks of digital assets and define how to manage them

Practical course — 3 days — 21 hours — Réf. HA-RCA · Price: contact us

Learning objectives

- Map all the risks linked to an exposure or an activity in crypto-assets
- Measure market and volatility risk and set suitable limits
- Assess credit and counterparty risk on platforms and crypto-backed loans
- Appraise liquidity risk and its effects in periods of stress
- Include operational, technological and custody risk
- Build a governance, limits and reporting framework

Target audience

Heads of risk, risk controllers, internal auditors, trading-room managers, treasurers, heads of digital-asset projects.

Prerequisites

Basic knowledge of financial risk management and of blockchain. A calculator or spreadsheet is useful for the exercises.

Access

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Description

The Basel Committee has defined a prudential treatment for banks' crypto-asset exposures, which is being transposed and reviewed. This two-day course presents the logic of the classification, the resulting capital and liquidity requirements, the disclosure obligations and the state of European transposition. It lets teams measure the impact on their institution.



Prudential Treatment of Crypto-Asset Exposures

Understand the Basel Committee framework and how it applies to banks' exposures

Practical course — 2 days — 14 hours — Réf. HA-PCA · Price: contact us

Learning objectives

- Explain the classification logic adopted by the Basel Committee
- Describe the capital treatment by asset category
- Place the liquidity, large exposure and disclosure requirements
- Identify the conditions for recognising tokenised assets and stablecoins
- Assess the state of European transposition and transitional provisions
- Estimate the impact on ratios and organise the monitoring of changes to the framework

Target audience

Heads of risk and prudential regulation, regulatory reporting managers, credit and market analysts, finance departments, auditors.

Prerequisites

Basic knowledge of the banking prudential framework (Basel III, capital, liquidity). A first approach to crypto-assets is useful.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

In the world of digital assets, whoever controls the keys controls the assets: security and custody therefore sit at the heart of the risk. This two-day course presents custody models, key management practices, the threats specific to the ecosystem and the organisational measures to implement. It links the framework to the resilience requirements that apply to financial entities.



Custody, Security and Cyber Risks of Digital Assets

Protect keys, secure assets and organise the response to incidents

Practical course — 2 days — 14 hours — Réf. HA-CSC · Price: contact us

Learning objectives

- Compare custody models: third-party custody, self-custody, hybrid solutions
- Describe good key management practices and segregation of duties
- Identify threats specific to digital assets: phishing, infrastructure compromise, smart contract vulnerabilities
- Define the security controls, tests and monitoring to put in place
- Organise detection, response and communication in the event of an incident
- Link the framework to digital operational resilience requirements

Target audience

Heads of information systems security, operational risk, heads of custody, auditors, digital-asset project managers, business continuity managers.

Prerequisites

Basic knowledge of information systems security and of crypto-assets.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

Stablecoins, decentralised finance (DeFi) and central bank digital currency projects are redrawing the boundaries between payments, banking and markets. This two-day course presents their mechanisms, uses and risks, along with the response of the authorities. It helps decision-makers assess their institution's opportunities and exposures.



Stablecoins, Decentralised Finance and Central Bank Digital Currencies

Understand new forms of digital money and finance and the risks they carry

Practical course — 2 days — 14 hours — Réf. HA-SDM · Price: contact us

Learning objectives

- Explain the stability mechanisms of the different types of stablecoin and their vulnerabilities
- Describe how decentralised finance protocols work: exchange, lending, derivatives
- Identify DeFi-specific risks: smart contracts, governance, liquidity, interdependencies
- Place central bank digital currency projects and their implications for banks
- Assess financial stability issues and the authorities' responses
- Define an institutional position: monitoring, experimentation, exposure

Target audience

Executives, heads of strategy, payments, treasury, risk and innovation, digital project managers in financial institutions.

Prerequisites

No technical prerequisites.
General knowledge of the banking and payment system.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO Standards

Fourteen courses to understand and apply the main ISO standards, from quality to artificial intelligence, including information security, risk, business continuity, compliance, the environment and software functional size measurement.

ISO 9001: Implementing and Managing a Quality Management System	p. 102	ISO 37301: Building a Compliance Management System	p. 109
ISO/IEC 27001 and 27002: Managing Information Security	p. 103	ISO 37001: Preventing Bribery	p. 110
ISO/IEC 42001: Implementing an Artificial Intelligence Management System	p. 104	ISO 14001: Implementing an Environmental Management System	p. 111
ISO 31000: Structuring Risk Management	p. 105	ISO 50001: Managing Energy Performance	p. 112
ISO 22301: Ensuring Business Continuity	p. 106	ISO/IEC 20000-1: Managing IT Services	p. 113
ISO 21502: Project Management Guidance	p. 107	IFPUG (ISO/IEC 20926): Measuring Software Functional Size in Function Points	p. 114
ISO 21504: Managing a Portfolio of Projects and Programmes	p. 108	COSMIC (ISO/IEC 19761): Measuring Functional Size by Data Movements	p. 115

Description

ISO 9001 is the international reference standard for quality management systems. It sets requirements that can be certified by a third party and is based on the process approach, continual improvement and risk-based thinking. This two-day course presents the requirements in the order of the standard's structure, then shows how to apply them and keep them alive in an organisation, up to the certification audit.



ISO 9001: Implementing and Managing a Quality Management System

Understand the requirements of ISO 9001 and apply them to improve customer satisfaction over time

Practical course — 2 days — 14 hours — Réf. HA-9001 · Price: contact us

Learning objectives

- Explain the quality management principles and the structure of the standard
- Map an organisation's processes and set their indicators
- Identify quality-related risks and opportunities
- Build the necessary documentation without overloading it
- Prepare an internal audit and the certification audit

Target audience

Quality managers, managers, process owners, internal auditors and certification project leads.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO STANDARDS

Description

ISO/IEC 27001 sets the requirements for an information security management system (ISMS), which can be certified by a third party. ISO/IEC 27002 complements it with detailed guidance on security controls. Together, they underpin many regulatory frameworks, including DORA for the financial sector and the NIS 2 Directive. This three-day course covers the full cycle: scoping the ISMS, risk assessment, choice of controls, statement of applicability, monitoring and preparation for certification.



HÉLIOS ACADEMY

ISO/IEC 27001 and 27002: Managing Information Security

Set up an information security management system and choose the right security controls

Practical course — 3 days — 21 hours — Réf. HA-27001 · Price: contact us

Learning objectives

- Explain the structure and requirements of ISO/IEC 27001
- Carry out an information security risk assessment and treatment
- Select security controls using ISO/IEC 27002
- Draft a statement of applicability
- Link the ISMS with DORA and NIS 2
- Prepare an internal audit and the certification audit

Target audience

Chief information security officers, IT managers, risk managers, auditors, compliance officers and project managers.

Prerequisites

General knowledge of information systems. No advanced technical skills are required.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO STANDARDS

Description

ISO/IEC 42001 is the first international management system standard dedicated to artificial intelligence. It sets certifiable requirements to develop, provide or use AI systems responsibly, while controlling their risks and impacts. This two-day course presents the requirements of the standard and its reference controls, then shows how to align it with the EU Artificial Intelligence Act and with existing management systems such as ISO 9001 or ISO/IEC 27001.



HÉLIOS ACADEMY

ISO/IEC 42001: Implementing an Artificial Intelligence Management System

Govern the development and use of AI with a certifiable management system

Practical course — 2 days — 14 hours — Réf. HA-42001 · Price: contact us

Learning objectives

- Explain the structure and requirements of ISO/IEC 42001
- Inventory an organisation's AI systems and define the scope
- Carry out a risk assessment and an impact assessment of AI systems
- Choose suitable controls from those proposed by the standard
- Align the standard with the EU AI Act
- Prepare for certification

Target audience

AI and data leads, compliance officers, risk managers, CIOs, lawyers and AI project managers.

Prerequisites

Basic knowledge of artificial intelligence. The Generative Artificial Intelligence Ecosystem course (Réf. HA-IAE) is recommended.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

ISO 31000 provides guidelines for risk management that apply to any organisation and any type of risk. It is not a requirements standard: it cannot be certified, but it serves as a common reference for structuring a risk management framework. This two-day course presents the principles, the organisational framework and the risk management process, then applies them to practical cases, from the risk map to reporting to management.

ISO 31000: Structuring Risk Management

Build a consistent risk management framework, from identification to monitoring

Practical course — 2 days — 14 hours — Réf. HA-31000 · Price: contact us

Learning objectives

- Explain the principles, framework and process of ISO 31000
- Identify, analyse and evaluate risks
- Choose and track treatment actions
- Build a risk map
- Define risk appetite and management reporting

Target audience

Risk managers, internal controllers, auditors, compliance officers, finance directors and project managers.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

ISO 22301 sets the requirements for a business continuity management system, which can be certified by a third party. It helps an organisation identify its essential activities, anticipate disruptions and resume operations within acceptable timeframes. It aligns with the continuity requirements of DORA for the financial sector. This two-day course covers business impact analysis, continuity strategies, plans, exercises and improving the framework.



ISO 22301: Ensuring Business Continuity

Prepare the organisation to face a major disruption and resume its essential activities

Practical course — 2 days — 14 hours — Réf. HA-22301 · Price: contact us

Learning objectives

- Explain the requirements of ISO 22301
- Carry out a business impact analysis
- Set acceptable recovery times and levels
- Choose continuity strategies
- Write plans and organise exercises

Target audience

Business continuity managers, risk managers, IT, security and operations managers, auditors.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

heliosadvisory.eu/contact

ISO STANDARDS

Description

ISO 21502 provides guidance on project management that applies to any type of project and any approach, whether predictive, agile or hybrid. It is not a certifiable standard: it serves as a common reference to harmonise practices and connect with other frameworks such as the PMBOK or PRINCE2. This two-day course presents the content of the standard and uses it to assess and improve an organisation's project practices.



HÉLIOS ACADEMY

ISO 21502: Project Management Guidance

Align project management practices with the international reference

Practical course — 2 days — 14 hours — Réf. HA-21502 · Price: contact us

Learning objectives

- Explain the structure and concepts of ISO 21502
- Place the roles of governance and the sponsor
- Apply integrated project management practices
- Compare the standard with the PMBOK and PRINCE2
- Assess and improve the organisation's practices

Target audience

Project managers, project directors, PMO members, sponsors and methods leads.

Prerequisites

Some project experience is recommended.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO STANDARDS

Description

ISO 21504 provides guidance on managing portfolios of projects and programmes. It helps an organisation choose the right projects, make trade-offs between them and check that they contribute to strategy. It is not a certifiable standard. This two-day course presents the principles and processes of the standard, then applies them to building and steering a portfolio.



HÉLIOS ACADEMY

ISO 21504: Managing a Portfolio of Projects and Programmes

Select, prioritise and steer project investments in support of strategy

Practical course — 2 days — 14 hours — Réf. HA-21504 · Price: contact us

Learning objectives

- Explain the principles and processes of ISO 21504
- Link the portfolio to strategic objectives
- Define selection and prioritisation criteria
- Organise governance and trade-offs
- Track portfolio performance and benefits

Target audience

Portfolio directors, PMO heads, strategy and transformation directors, management controllers.

Prerequisites

Experience steering projects or programmes is recommended.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO STANDARDS

Description

ISO 37301 sets the requirements for a compliance management system, which can be certified by a third party. It helps an organisation identify its obligations, assess compliance risks, put controls in place and promote a compliance culture. This two-day course presents the requirements of the standard and applies them to building a compliance framework proportionate to risk.



HÉLIOS ACADEMY

ISO 37301: Building a Compliance Management System

Organise compliance in a structured way, from identifying obligations to reporting

Practical course — 2 days — 14 hours — Réf. HA-37301 · Price: contact us

Learning objectives

- Explain the requirements of ISO 37301
- Inventory the organisation's compliance obligations
- Assess compliance risks
- Set up controls, training and whistleblowing arrangements
- Monitor and report on compliance

Target audience

Compliance officers, lawyers, internal controllers, risk managers, auditors and executives.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

heliosadvisory.eu/contact

ISO STANDARDS

Description

ISO 37001 sets the requirements for an anti-bribery management system, which can be certified by a third party. It covers leadership commitment, risk assessment, due diligence on partners, financial controls and whistleblowing arrangements. This two-day course presents the requirements of the standard and shows how it matches the measures required in France by the Sapin II law, overseen by the French Anti-Corruption Agency.



HÉLIOS ACADEMY

ISO 37001: Preventing Bribery

Set up an anti-bribery management system and align it with French anti-corruption law

Practical course — 2 days — 14 hours — Réf. HA-37001 · Price: contact us

Learning objectives

- Explain the requirements of ISO 37001
- Build a bribery risk map
- Assess the integrity of third parties
- Set up controls and whistleblowing arrangements
- Align the standard with the Sapin II measures

Target audience

Compliance officers, lawyers, finance directors, buyers, internal controllers and auditors.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

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ISO STANDARDS

Description

ISO 14001 sets the requirements for an environmental management system, which can be certified by a third party. It helps an organisation identify its environmental aspects, meet its obligations and improve its performance, taking into account the life cycle of its products and services. This two-day course presents the requirements of the standard and shows how the environmental management system feeds the company's sustainability strategy and reporting.



HÉLIOS ACADEMY

ISO 14001: Implementing an Environmental Management System

Control the organisation's environmental impacts and improve its performance

Practical course — 2 days — 14 hours — Réf. HA-14001 · Price: contact us

Learning objectives

- Explain the requirements of ISO 14001
- Identify significant environmental aspects and impacts
- Inventory environmental compliance obligations
- Set objectives and manage environmental performance
- Prepare an internal audit and certification

Target audience

Environment, CSR and quality managers, site managers, buyers, internal auditors.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

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ISO STANDARDS

Description

ISO 50001 sets the requirements for an energy management system, which can be certified by a third party. It helps an organisation measure its consumption, identify its significant energy uses and improve its energy performance in a continual and verifiable way. This two-day course presents the requirements of the standard, from the energy review to tracking indicators, and links it to the energy audit obligations of large companies.



HÉLIOS ACADEMY

ISO 50001: Managing Energy Performance

Reduce energy consumption over time with an energy management system

Practical course — 2 days — 14 hours — Réf. HA-50001 · Price: contact us

Learning objectives

- Explain the requirements of ISO 50001
- Carry out an energy review
- Identify significant energy uses
- Set an energy baseline and energy performance indicators
- Build and track an energy action plan

Target audience

Energy, environment and facilities managers, site and production managers, energy buyers, auditors.

Prerequisites

No prerequisites. Some experience of how the participant's organisation works helps.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO STANDARDS

Description

ISO/IEC 20000-1 sets the requirements for a service management system, applied in practice to IT services and certifiable by a third party. It covers the design, transition, delivery and improvement of services, as well as relationships with customers and suppliers. This two-day course presents the requirements of the standard and shows how it structures practices often inspired by ITIL, with verifiable indicators and service commitments.



HÉLIOS ACADEMY

ISO/IEC 20000-1: Managing IT Services

Organise IT service delivery around a certifiable management system

Practical course — 2 days — 14 hours — Réf. HA-20000 · Price: contact us

Learning objectives

- Explain the requirements of ISO/IEC 20000-1
- Define the service catalogue and service levels
- Organise incident, request, problem and change management
- Manage suppliers and customer relationships
- Prepare an internal audit and certification

Target audience

IT service directors and managers, operations, support and supplier relationship managers, auditors.

Prerequisites

Experience of IT services is recommended. Knowledge of ITIL helps but is not essential.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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Description

The IFPUG method, standardised as ISO/IEC 20926, measures the functional size of software in function points, based on what it delivers to users and independently of technology. It sits within the framework set by the ISO/IEC 14143 family of standards on functional size measurement. This two-day course teaches participants to apply the counting rules to real specifications, then to use the measured size to estimate effort, compare productivity and manage service contracts.



IFPUG (ISO/IEC 20926): Measuring Software Functional Size in Function Points

Count function points with the IFPUG method to estimate, compare and steer IT projects

Practical course — 2 days — 14 hours — Réf. HA-IFPUG · Price: contact us

Learning objectives

- Place functional size measurement and the ISO/IEC 14143 framework
- Identify the scope and boundary of the application to measure
- Count data functions: internal and external logical files
- Count transactional functions: inputs, outputs and inquiries
- Use function points to estimate, benchmark and contract

Target audience

IT project managers, PMO leads, IT management controllers, buyers of IT services, business analysts and software quality managers.

Prerequisites

Experience of IT projects or writing specifications is recommended.

Access

Enrolment is finalised with our teaching team. Send us your request through the contact form: we will confirm the next available sessions and the enrolment arrangements suited to your situation.

Accessibility: each situation is reviewed with you so that the course can be adapted.

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ISO STANDARDS

Description

The COSMIC method, standardised as ISO/IEC 19761, measures the functional size of software by counting its data movements. Its unit is the COSMIC function point (CFP). It applies to business software as well as real-time or embedded software, and suits agile projects well, where size can be measured story by story. This two-day course presents the measurement model, applies it to real specifications, then shows how to use size to estimate, track velocity and compare practice with the IFPUG method.



HÉLIOS ACADEMY

COSMIC (ISO/IEC 19761): Measuring Functional Size by Data Movements

Apply the COSMIC method to business, real-time and agile software to estimate and steer

Practical course — 2 days — 14 hours — Réf. HA-COSMIC · Price: contact us

Learning objectives

- Explain the principles of the COSMIC method and its place in the ISO/IEC 14143 framework
- Set the measurement strategy: purpose, scope, functional users and layers
- Identify functional processes and data groups
- Count data movements: Entries, Exits, Reads and Writes
- Use COSMIC size to estimate and steer, including in agile

Target audience

Project managers and PMO leads, architects, business analysts, product owners, IT management controllers and buyers of IT services.

Prerequisites

Experience of IT projects is recommended. The IFPUG course (Réf. HA-IFPUG) helps but is not essential.

Access

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Certification Courses

Four preparation programmes for international project management certifications: PMP and CAPM, awarded by the Project Management Institute (PMI), and PRINCE2 Foundation and PRINCE2 Practitioner, awarded by PeopleCert. Each programme follows the exam structure set by the certifying body.

PMP (Project Management Professional) Exam Preparation	p. 117
CAPM (Certified Associate in Project Management) Exam Preparation	p. 118
PRINCE2 Foundation (Version 7)	p. 119
PRINCE2 Practitioner (Version 7)	p. 120

CERTIFICATION COURSES

Description

The Project Management Professional (PMP) certification, awarded by PMI, shows the ability to lead projects using predictive, agile and hybrid approaches. Since 9 July 2026, the exam has been based on a new content outline: the three domains are rebalanced, the business environment carries more weight, and new question formats appear, based on case studies and graphics. This course follows the structure of PMI's Examination Content Outline (July 2026): one module per domain, then practice under exam conditions.



HÉLIOS ACADEMY

PMP (Project Management Professional) Exam Preparation

Prepare for PMI's new PMP exam, in force since 9 July 2026

Certification course — 5 days — 35 hours — Réf. HA-PMP · Price: contact us

Learning objectives

- Place the three domains and tasks of the 2026 PMP content outline
- Apply the expected project leadership practices in predictive, agile and hybrid situations
- Link project decisions to value, governance and the organisation's environment
- Answer each question type, including case studies and graphic-based questions
- Manage time on a 180-question, 240-minute exam
- Prepare an application that meets PMI's requirements

Target audience

Project managers, programme managers, PMO members, business and IT project leads with experience leading projects.

Prerequisites

Meet PMI's eligibility requirements (see the description). Prior reading of the PMBOK Guide is recommended. The exam is available in French.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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CERTIFICATION COURSES

Description

The Certified Associate in Project Management (CAPM) certification, awarded by PMI, validates foundational project management knowledge. It requires no prior experience and covers predictive approaches, agile methods and business analysis. This course follows the structure of PMI's exam content outline: one module per domain, then practice under exam conditions. Its 23 hours match the 23 training hours PMI requires to sit the exam. An active CAPM certification also waives the 35 training hours required for the PMP.



HÉLIOS ACADEMY

CAPM (Certified Associate in Project Management) Exam Preparation

Learn project management fundamentals and prepare for PMI's entry-level certification

Certification course — 5 days — 23 hours — Réf. HA-CAPM · Price: contact us

Learning objectives

- Explain core project management concepts: life cycle, roles, constraints
- Apply predictive tools: scope, schedule, cost, risk
- Describe the principles and roles of agile frameworks
- Use business analysis techniques: eliciting and managing requirements
- Answer CAPM exam questions within the time allowed

Target audience

Staff new to project management, project assistants and coordinators, PMO members, recent graduates, business analysts.

Prerequisites

Secondary school diploma and aged 18 or over, in line with PMI requirements. No project management experience is required. The exam is available in French.

Access

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CERTIFICATION COURSES

Description

PRINCE2 is a structured project management method that applies to any type of project. Version 7 adds the human side of projects, sustainability and data management. The Foundation certification, awarded by PeopleCert, validates knowledge of the method and its terminology. This course follows the structure of the method: principles, people, practices, processes and tailoring to the project context. It ends with practice under exam conditions. The exam at a glance



HÉLIOS ACADEMY

PRINCE2 Foundation (Version 7)

Understand the PRINCE2 method and prepare for PeopleCert's Foundation exam

Certification course — 3 days — 21 hours — Réf. HA-P2F · Price: contact us

Learning objectives

- Explain the seven PRINCE2 principles
- Describe the seven practices and their role throughout the project
- Place the seven processes, from starting up to closing a project
- Identify the roles and responsibilities of the project organisation
- Explain how the method is tailored to the project context
- Pass the PRINCE2 Foundation exam

Target audience

Project managers, project team members, PMO members, sponsors and business leads working in a PRINCE2 environment.

Prerequisites

PeopleCert sets no prerequisites. Some project experience helps. The exam is available in French.

Access

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Accessibility: each situation is reviewed with you so that the course can be adapted.

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CERTIFICATION COURSES

Description

The Practitioner certification, awarded by PeopleCert, validates the ability to apply and tailor PRINCE2 to a real project. The exam is based on a project scenario, in which candidates apply the method's principles, practices and processes. This course uses banking project scenarios. It trains participants to read a scenario, find information quickly in the manual and handle the exam's question format.



HÉLIOS ACADEMY

PRINCE2 Practitioner (Version 7)

Apply and tailor PRINCE2 to a real project and prepare for PeopleCert's Practitioner exam

Certification course — 3 days — 21 hours — Réf. HA-P2P · Price: contact us

Learning objectives

- Apply PRINCE2 principles, practices and processes to a project scenario
- Tailor the method to the project's size, complexity and context
- Produce and assess the main project management documents
- Include people, sustainability and data in project control
- Use the official manual efficiently during the exam
- Pass the PRINCE2 Practitioner exam

Target audience

Project managers, PMO leads, consultants and business leads who run projects using PRINCE2.

Prerequisites

Hold one of the certifications required by PeopleCert (see the description). The official PRINCE2 (Version 7) manual is needed for the open-book exam.

Access

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Practical information

The following applies to every programme in this catalogue.

Timetable

Courses run from 9.00 to 17.30, with a lunch break of one hour to an hour and a half. Participants are welcomed from 8.45. Breaks and lunches are provided. For four or five day courses, sessions finish at 16.00 on the final day.

Dates and locations

In-company and open sessions are arranged on request, at our premises, at yours, or remotely. Contact us for the next available dates and to agree the format best suited to your teams.

A question or a specific requirement?

Every programme can be adapted to your context, your sector and the level of your teams. **heliosadvisory.eu/contact**

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The founder

Background, certifications, expertise and reference projects of the CEO and founder of Helios Advisory.

Professional profile	p. 123
Certifications and accreditations	p. 123
Key expertise	p. 123
Reference projects	p. 123

13 · HELIOS ADVISORY

Abderazak Haddad

CEO – FOUNDER

30+

YEARS OF EXPERIENCE



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Expert in banking and financial transformation

Consulting, strategy, coaching and executive training

Professional profile

With more than 30 years of experience in banking, financial markets and capital markets, I lead international programmes dedicated to the transformation of the financial sector.

My expertise covers project management with traditional, agile and hybrid methods, business process optimisation and regulatory compliance.

A practitioner and trainer in project management and market finance, I work with leading training organisations such as CEGOS and ORSYS to support the certification path of managers and project teams.

Certifications and accreditations

Lean Six Sigma – Black Belt

Operational process optimisation

PMP – Project Management Institute

Agile project management

PRINCE2 Foundation and Practitioner

Project management in a controlled environment

PMI ATP

Trainer, authorised instructor

PeopleCert ATO

Trainer, authorised instructor

THE FOUNDER

Key expertise

- Project evaluation, business process optimisation, project risk management, agile processes
- Integrated banking, Islamic banking and finance, corporate and investment banking, capital markets, financial modelling
- Asset-liability management, liquidity, credit and counterparty risk, operational resilience, Basel and Solvency, compliance, data governance

Reference projects

- Collateral management platform (EMEA, Americas, APAC) – listed and OTC derivatives markets
- Regulatory reporting portal (COREP, FINREP, SURFI, RUBA) – ACPR
- Level 1 and 2 controls and consolidated regulatory reporting (Basel 3)
- Functional specifications and change management – Delta-Bank (Amplitude)