

COURSE OUTLINE

Advanced Financial Planning, Analysis & Control

Who is it for

This workshop is aimed at qualified accountants or those who have recently been appointed to the role of Financial Controller (or equivalent) and are looking to take their skills to the next level. This workshop would suit:

- Financial Controllers and other members of the Finance Team looking to enhance their existing skill sets
- Experienced Treasurers, Corporate Strategists and Business Development Professionals
- Senior Managers with regional, country or area responsibility
- Heads of Strategic Business Units
- Senior Sales and Marketing Professionals
- Other Senior Managers that wish or need to enhance their existing skills set.

Participants will be expected to have a strong grasp of the fundamentals of accounting and finance.

What is it about

This workshop will cover advanced techniques to accelerate financial controllers to the next level. Using a combination of plenary discussions and in-depth case studies we will examine the specific challenges of effective financial planning, analysis and control.

The workshop will focus on moving the finance team up the value chain, from generating financial data, reports and analysis to interpretation, influence and impact on the business.

What will it cover

Day 1 - Fundamentals of Financial Planning & Analysis

- Fundamentals of Finance
 - review of basics of accounting & financial statements
 - key financial ratios
- Key Analytical Tools
 - statistical tools
 - business models
- Predictive models

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- business modelling
- Analytical capability
 - organisational analysis
- Communicating Financial information
 - effective presentations and reports
 - key presentation techniques
 - using visuals

Day 2 - Performance Management

- Business Performance Management
 - defining performance management
 - developing and enhancing performance management
- Dashboards & KPIs / KFI's
 - objectives of dashboards & KPIs
 - selecting appropriate KPIs
 - creating dashboards
 - dashboards for various industries
 - the balanced scorecard
- Getting Performance Management Accepted
 - gaining acceptance and traction
 - integrating with other management processes
 - avoiding common mistakes
- Measuring the unmeasurable
 - Innovation
 - business agility
 - human capital
- Benchmarking
 - analysis of markets, customers & competitors
 - benchmarking to evaluate performance
 - setting goals based on benchmarks
 - creating value

Day 3 - Business Projections & Plans

- Business Plans and Projections
 - Overview
 - best practice
- Budgets, Operating Plans & Forecasts
 - the budgeting process
 - the operating plan
 - forecasts and outlooks
- Long-Term Projections
 - challenges in estimating long-term performance
 - developing long-term projections
 - applying long-term projections

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- presenting long-term projections

Day 4 - Critical Business and Value Drivers

- Revenue and Gross Margins
 - key drivers of revenue growth
 - KPIs for revenue growth
 - revenue dashboard
 - GP and relative price strength
 - measuring relative price strength
- Operating Expenses & Effectiveness
 - driving operational effectiveness
 - KPIs to enhance operational effectiveness
 - assessing and improving operational effectiveness
- Working Capital & Cash Flow Management
 - critical success factors
 - operating capital management
 - understanding the dynamics of operating capital
 - identifying and releasing value from operating capital
 - accounts receivable & KPIs
 - stock management
- Capital Management & Cash Flow
 - capital intensity and structure
 - improving long-term capital
 - capital investment projections
 - KPIs for capital intensity
 - intangible assets & KPIs
 - goodwill
 - excess cash
- Risk and the Cost of Capital
 - time value of money
 - the cost of capital
 - what is the WACC
 - KPIs & KFI

Day 5 - Valuation and Capital Investment Decisions

- Capital Investment Decisions
 - capital investment process
 - evaluating the economic merits
 - dealing with risk and uncertainty
 - capital budgeting and rationing
 - assessing effectiveness of capital investment decisions
- Business valuation drivers
 - estimating future cash flows
 - revenue multiples and PE ratios

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- building shareholder value
 - value drivers
- M&A
 - the acquisition challenge
 - key elements of valuation
 - methods and metrics for valuing acquisitions
 - common M&A mistakes
 - best practice & CSFs
 - seller best practices
 - KPIs for M&A

What will delegates get out of it

- Confidence in how to communicate complex financial data to a non financial audience
- How to build a dashboard to monitor business performance including a balanced scorecard, combining KPIs with KFIIs
- Moving the finance team up the budgeting value curve to drive the budgeting and monthly reporting process
- Intense scrutiny of existing monitoring techniques and the opportunity to examine additional concepts for deployment in your organisation
- Key valuation techniques and how to enhance value in the business