

COURSE OUTLINE

Effective Financial Metrics & Reporting to Improve Performance Analysis & Strategic Decision Making

Who is it for?

This workshop is aimed at CFOs, VPs, MDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:

- Financial Planning and Reporting
- Financial Management / Finance Business Partners / Capital Planning Management
- Performance Reporting
- Business Planning / Strategic Planning / Business Development
- Budgeting, Forecasting & Analysis
- Management Accounting / Revenue Accounting and Controls
- Governance / Statutory & Regulatory Reporting / Policy Planning
- Corporate Financing
- Portfolio Management
- Auditing & Internal Control
- Product Control

As well as individuals from other departments who wish to increase their understanding of how to report and use financial metrics to achieve their strategic goals.

What is it about?

This workshop covers intelligent reporting and link financial & non-financial KPIs to business strategies etc. Delegates will have the opportunity to examine a wide variety of key financial and non-financial metrics and to consider their relevance in helping their organization achieve its strategic goals.

What will it cover?

- Understanding strategy & terminology
- Strategic planning v operational planning
- Strategy formulation tools
- Translating the mission & vision into operational plans
- What metrics to measure and why
- From reporting to influencing: moving up the value chain
- Autonomy & spheres of influence: controllable v uncontrollable factors
- Defining your value drivers: understanding the value chain
- Key corporate metrics:
 - Capital structure

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- Debt & equity; loans & bonds; liquidity & exchange rate risks
- Key Client metrics
 - Understanding drivers of different industries
 - Occupancy; utilisation; revenue; spend;
 - Key accounts: client structures & influencing maps
 - Business development, opportunities & innovation
 - Customer complaints: measuring the impact of social media
 - New business & pipeline
 - RAG reporting
- Key people metrics
 - Organisational charts; headcount
 - Appraisals & performance management
 - Turnover; sickness (Bradford factor); productivity; training
 - Cost; expenses; vehicles & phones
 - FTEs; vacancies; overtime & the effect of agency labour
 - Incentive schemes & team meetings
- Key financial metrics:
 - EBITDA & margin / cost control
 - Budgets & forecasts
 - Zero based or incremental? Use it or lose it?
 - Operational gearing implications: flexing the business model
 - Stock / debtor & creditor days / turnover
 - Capex & capex forecasting
- Key risk metrics:
 - Cash flow forecasting & liquidity risk (working capital)
 - Solvency risk (financial gearing & swaps)
 - Exchange rate risks & commodity price risks (futures & options)
 - Country risks; industry risks; operational risks; financial risks; business risks: elimination or mitigation?
- Key operational metrics:
 - Industry specific case studies
 - Occupancy & utilization rates
 - Preferred suppliers: terms & rates
- Key process metrics
 - Wastage & obsolescence
 - Checks & balances
 - Measuring the financial impact of errors
 - Efficiency v effectiveness
- Change management: business process re-engineering
- Industry benchmarking: pros & cons
- R&D and the product life cycle: measuring BAU v impact of new initiatives
- Business Case Analysis: delivering value over the WACC
- Creating a Balanced Scorecard
- Measuring performance: variance analysis & root cause identification

COURSE OUTLINE

- Decision making & creating a culture of accountability

What will I learn?

By the end of the workshop, delegates will be able to identify the key financial and non-financial metrics that should be measured in their business. They will also have a clear action plan for implementing these metrics in order to create value within the business.