

# Advanced Financial Analysis, Planning & Control



Focus on: **The Manager**  **The Specialist**  **Spotlight Programme**  **Hands-on Skills**

## Course Overview

Financial analysis, planning and control provides an understanding of the various elements in an organization. The key factor of this program is the focus on practical application of financial models and analysis, which are used to assess the strategic and operational effectiveness of the organization.

This is critical for organizations to understand cost reductions and to create additional value. You will learn about the financial business environment, strategic planning, management reporting, and decision control support.

Course Objectives		This Course is Ideal For:	
1	What is the exact nature and scope of the problems to be analysed, and which specific variables, relationships, and trends are likely to be helpful in analysing specific problems?	✓	Financial officers, controllers, and accountants
2	How the precision of the answer is in relation to the importance of the problem itself?	✓	Treasurers, corporate planning and business development professionals
3	How reliable is the available data, and how is this uncertainty likely to affect the range of results?	✓	Managers involved in planning and forecasting & financial decision making
4	Should the outputs of decisions be expressed in cash flow terms or in terms of accounting profit to evaluate the financial implications of a decision?	✓	Sales and marketing professionals
5	What limitations are inherent in the tools to be applied, and how will these affect the range of results obtained?	✓	Managers from any other non-financial areas that need or wish to understand the financial aspects of analysis, planning, and control
6	How important are qualitative judgments in the context of decision-making, and what is the ranking of their significance?		

## Course Content

Day	Theme	Coverage
1	The Challenge of Financial / Economic Decision-Making	<ul style="list-style-type: none"> <li>The practice of financial/economic analysis</li> <li>The value-creating company defined</li> <li>Corporate and shareholder value creation</li> <li>The agency problem and corporate governance.</li> <li>Data vs. Information vs. knowledge</li> <li>Which to use for decision-making?</li> <li>How the 3 basic financial statements are interconnected</li> </ul>

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		<ul style="list-style-type: none"> <li>• The context of financial analysis and decision-making.</li> <li>• Case study: perform a financial analysis to make a decision</li> </ul>
2	Assessment of Business Performance	<ul style="list-style-type: none"> <li>• Ratio analysis for better business performance</li> <li>• Management's point of view</li> <li>• Owners' point of view</li> <li>• Lenders' point of view</li> <li>• Ratios as a system – pyramids of ratios (DuPont, etc.)</li> <li>• Integration of financial performance analysis</li> <li>• Predicting financial distress with the 3 versions of the Z-score model</li> <li>• Case study: use a complete ratio model to measure performance</li> </ul>
3	Analysis of Investment Decisions	<ul style="list-style-type: none"> <li>• Applying time-adjusted measures.</li> <li>• Net present value (NPV) and internal rate of return (IRR).</li> <li>• Modified internal rate of return (MIRR) &amp; Profitability Index (PI)</li> <li>• XNPV &amp; XIRR for unique situations</li> <li>• Refinements of investment analysis.</li> <li>• Equivalent annual cost (EAC) to compare projects with different useful lives</li> <li>• Dealing with risk and changing circumstances.</li> <li>• Post-decision analysis</li> <li>• Case study: apply tools to calculate the optimal value of a project</li> </ul>
4	Projection of Financial Requirements	<ul style="list-style-type: none"> <li>• Interrelationship of financial projections</li> <li>• Standard costing and variance analysis</li> <li>• Cash forecasts and cash budgets</li> <li>• Sensitivity analysis, scenario analysis &amp; simulation analysis</li> <li>• Break-even in 3 variations.</li> <li>• Leverage: Operating vs. Financial vs. Combined &amp; the impact of each</li> <li>• Case study: run a simulation to calculate the EFN (External Funding Needed)</li> </ul>
5	Valuation and Business Performance	<ul style="list-style-type: none"> <li>• Defining Value</li> <li>• Business valuation options</li> <li>• Managing for stakeholder value</li> <li>• Evolution of value-based methodologies</li> <li>• Creating value in restructuring and combinations</li> <li>• Financial strategy for mergers &amp; acquisitions (M&amp;A)</li> </ul>

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	<ul style="list-style-type: none"> <li>• Business restructuring and reorganizations</li> <li>• Case study: calculate the firm value under varying assumptions</li> </ul>
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Course Assessment	Certification
<b>Participants will be assessed on:</b> <ul style="list-style-type: none"> <li>• Participation in sessions</li> <li>• Completion of exercises &amp; case studies</li> <li>• Performance in assessments</li> </ul>	Upon successful completion of the course, participants will receive a <b>Certificate of Successful Completion</b> , along with a <b>Transcript of Marks</b> showing the performance by grade in each element of assessment and overall.

## Course Instructor

The trainer is the Founder and Managing Director of an international consulting & training firm based in the US. He consults in four areas: *Strategy*: Planning & Implementation; *Finance*: Analysis & Modelling; *Leadership*: Development & Coaching; and S.T.E.P.<sup>®</sup> Succession, Transition & Exit Planning.

He is an internationally recognized leader in these areas, working with firms such as ADNOC (United Arab Emirates), American Management Association (AMA), American Private Equity; Apple, ARAMCO (Saudi Arabia), California Investment Fund; Commercial Finance Conference; Credit Suisse, Chubb, Dell; Delta; Hilton Hotels, Institute for Supply Management (ISM), Kuwait Petroleum Company (KPC); Mattel, PEMEX (México), PDO, (Oman), Petronas (Malaysia); Promigas (Colombia) Reliance (India), TRW, UEM (Malaysia) & the University of Manchester (UK) among others. He has consulted & trained firms in 31 countries, comprising many industries, as well as teaching the subject at the University level.

He has published white papers, articles, SlideShare presentations, YouTube videos & 4 books on these subjects. He was adjunct faculty at the University of California, Los Angeles (UCLA) Extension Department (25 years) and was formerly The Visiting Professor at the University of Huddersfield's (UK) Business School. He also has over 18 years of experience in all facets of both the traditional & non-traditional banking industry. He is sought out regularly and often quoted in the media.

He has been awarded the CMC<sup>©</sup> designation by the Institute of Management Consultants which is awarded to less than 1% of management consultants.