



SEIDMAN FINANCIAL

2023 Program Portfolio

Live On-Location | Virtual | On-Demand

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Seidman Financial is the trusted provider of professional development and functional expertise in **financial planning & analysis (FP&A)** and **strategic finance** to the world's leading companies. Since 2012, we have worked live and virtually with over 300 companies and more than 13,000 professionals globally.

Partial Client List (Current and Prior):

Large Corporates

ABM Industries
Allscripts
Broadridge
CHEP
Choice Hotels
CIBC
Cigna
Cox Enterprises
Crawford & Company
Deloitte
Dexcom
Discover Financial Services
Dominium
Express Scripts
FS Investments
EVRAZ
Genentech
HCP, Inc.
Heartland Financial
Hewlett Packard Enterprise
International Game Technology PLC
KPMG
Marsh & McLennan
Michelin
NerdWallet
Rapid7
Sol Petroleum
Spotify
Triple-S
Telus
Santander
United Technologies
Verizon
Walmart

Small, Mid-Sized and PE-Funded Corporates

Alix Partners
Anchor Safety
Belroc Group
BI Incorporated
Chi'Lantro
Conway MacKenzie, Inc.
Fortuna Silver Mines
OnDeck Capital
Palladium Equity Partners
Provaliant Retirement
Pulse Network
Quin Global
Riveron
Solar Turbines
Sloan Valve
TAABS

Professional Organizations

American Institute of Certified Public Accountants
American Management Association
Association for Financial Professionals
Illinois CPAs Society
Universal Business Team
Wall Street Prep

Government and Not-for-Profit

American Chemical Society
Department of Housing and Urban Development
Fannie Mae
Freddie Mac
Michigan State University
University of Wisconsin-Madison
University of Illinois-Urbana Champaign



Programs are delivered live and on location at companies, firms, universities and public venues. Our self-paced and virtual offerings employ modern audio, video, meeting and streaming technology allowing attendees the flexibility to engage remotely. Our 3 ecosystem frameworks and 14 programs are customized for our audiences, ranging from 4 to more than 1,000 participants.

Live and On-Location

Virtual

Self-Paced





The ASSESS Pathway creates a clearer path to FP&A effectiveness by assessing your team's:

- ✓ Skills and competency
- ✓ Coaching/mentoring support
- ✓ Use of software platforms
- ✓ Decision-making support efficacy
- ✓ Communication skills
- ✓ Teamwork and leadership
- ✓ Defined roles and career development
- ✓ Articulation of career progression
- ✓ Alignment with strategic objectives
- ✓ Ability to leverage financial intelligence

Map a clear path to FP&A effectiveness

Today's workforces are increasingly demanding higher quality—and ongoing—professional development. Organizations are responding by engaging outside training providers, however, these outside resources often fall short understanding the depth and dimensions of what the *organization* needs as well as the individual financial professional.

Instead of training better FP&A *skills*, we believe in improving team *and* organizational outcomes by more deeply understanding:

- How FP&A is positioned to help the organization achieve its strategic objectives
- Team performance and how it impacts organizational goals
- Underlying environmental obstacles that impact the performance of individual professionals

When you examine these factors *first*, subsequent skills training becomes targeted to the challenges your teams *and* business face. This approach results in much better outcomes the entire organization can realize.



Is your FP&A team challenged or struggling with...

- Mismatches between existing skills and job requirements?
- A lack of alignment between job requirements and organizational goals?
- Unclear performance expectations?
- Inadequacy of tools and resources?
- Lack of coaching/mentoring?
- Lack of cross-training?
- Ambiguous career paths or incentives?

Develop a plan for upskilling your FP&A workforce

- Gain a clearer understanding of how to structure a more robust FP&A function
- Have a solid plan for upskilling and team alignment you can measure
- Schedule and roll out training and mentoring that fits your workload and business cycles
- Create a culture of learning and development that encourages retention and team engagement

Make your FP&A training and development programs a long-term success

The root cause of a performance problem is rarely a lack of knowledge or skills—it goes much deeper.

Your FP&A team's ability to function successfully in their environment includes individual, team and organizational dynamics.

We developed the ASSESS Pathway to examine the known and identify the unknown challenges your FP&A team is encountering on a daily basis.

Performance improvement requires more than skills training. We help you understand the dynamics of your team and how FP&A can be a better business partner within your organization.

Know in advance of acting

The ASSESS Pathway follows a simple process we have cultivated across clients and industries:

PHASE 1: We begin with a thorough digital assessment intended to dig deep into the current state and desired outcomes for the team, managers, executives and the FP&A function as a whole.

PHASE 2: Seidman Financial tests the congruence between the assessment findings and perceptions held by management. This congruence sets the tone for the pace of the entire professional development experience and provides leadership greater insight into gaps and opportunities for improvement.

PHASE 3: Lastly, we review assessment findings and recommendations we feel best fit your people, organization and FP&A goals.

Our ASSESS Pathway ensures the pathway precisely matches your objectives, addresses the gaps and delivers intended results in the time frame and budget you need.

We consider all angles

Creating an environment where your FP&A professionals can thrive involves more than training new skills and delivering knowledge—it's about providing your people the opportunity to contribute and participate in their own financial career development.

Our ASSESS Pathway uncovers more than skill or performance gaps—it helps you realize the multiple layers of talent amongst your team and their desire to contribute more to the organization. ASSESS will provide you an entirely different viewpoint into your FP&A ecosystem and how it aligns with your organization's strategic objectives.

Engage a better culture of professional development

Shift from a "training" model to a culture of growth for your financial professionals. Start by realizing the potential of your team to bring stronger results to your organization.

To learn more about our ASSESS Pathway, call us at **773-359-3646** or visit SeidmanFinancial.com.



The ACTIVATE Pathway grows FP&A professionals with training and coaching in:

- ✓ FP&A excellence
- ✓ Analytics and critical thinking
- ✓ Financial planning and forecasting
- ✓ Data visualization and storytelling
- ✓ Developing financial leaders
- ✓ Presentation and communication skills
- ✓ Building effective presentations
- ✓ Career awareness and development
- ✓ Advanced Microsoft Excel and Google sheets
- ✓ Alternative financial platforms
- ✓ Accounting, finance and business acumen

We cultivate a versatile, custom development ecosystem that goes beyond traditional in-person training

Finding and retaining great talent is one of the most pressing priorities for a growing organization. Hiring the best people and expecting them to grow solely by on-the-job experience is not practical. If you're able to acquire great talent with high potential, they need to have certain fundamentals in place to be successful and bring their best to your organization. You must be able to:

- Nurture their growth
- Show them what their future looks like
- Communicate their worth
- Demonstrate ongoing commitment to their progress
- Develop their future *with* them instead of *for* them

Providing a multi-faceted form of ongoing professional development requires more than just skills training—it's about developing the *entire* professional, their team and the organization around them.

Our approach to the development and training of your FP&A *and* non-FP&A professionals builds a more solid foundation for effective, lasting performance.



When planning to improve the skills of your FP&A workforce, are you experiencing...

- A scattershot approach to one-time training that results in quick-fixes rather than long-term solutions?
- A one-and-done training approach that misses opportunities to evolve and support people over the long term?
- Workforce attitudes that training is an interruption to daily work responsibilities and that there isn't time to devote to learning?
- Training that somewhat addresses short-term problems but not systemic issues, processes or people dynamics?
- A frustrated FP&A workforce that sees "just another training" that's poorly prepared or presented and doesn't help them progress?
- Cynicism among the workforce that most financial training providers don't tailor their programs to their needs?
- Resignation among financial managers and leaders that "upskilling" won't address inefficiencies or people problems?

If so, there's hope. Our ACTIVATE Pathway delivers better results because it views developing people as an *ecosystem*.

Training for today's financial professional using best practices across industries

At Seidman Financial, we have immense respect for financial professionals and the value they bring to an organization—we're practitioners ourselves. Demanding workloads, dated FP&A technology, ineffective processes and lack of awareness about organizational goals result in talented people not being able to perform at their best.

When your financial professionals are clear about what they need to do to help your organization meet strategic goals, they'll be more engaged. When they're engaged and have the knowledge to perform and the technology to back it up, they'll exceed expectations and accomplish big things.

Our ACTIVATE Pathway encompasses the entire ecosystem of a financial professional's work experience as well as what leaders and the organization are demanding. ACTIVATE facilitates building FP&A skills and critical-thinking capability so people are more thoughtful in discussion and offer more meaningful insights.

Real-world case examples that accelerate learning

As opposed to an "academic" style of training, we believe in facilitating learning through doing, by using real world examples and encouraging interaction from participants. Our case-study approach accelerates the uptake of knowledge and allows people to engage

and question more, promoting deeper learning and deeper understanding of new concepts.

How people want to learn

All of our programs are customized and delivered to promote interaction. We deliver programs in a variety of ways:

- In-person at your site or a nearby venue suitable for training
- Video and webinar
- Convenient web-based training
- Mobile app micro learning
- Gamification

In addition, we provide coaching and ongoing support for participants and leaders so they can address issues as new practices are implemented.

Most importantly, our ACTIVATE Pathway is designed to capture and measure performance improvement over time, justifying your investment.

Commit to your team

You want a team that is confident, competent and driven. Your team should be effective communicators with the potential to become tomorrow's leaders.

Intentionally develop your people by giving them the right opportunities with the right support and structure. We'll work side by side to create a culture of learning and an engaged workforce.

Learn about our ACTIVATE Pathway and the diverse training we provide financial professionals and their leaders. Call **773-359-3646** or visit [SeidmanFinancial.com](https://www.seidmanfinancial.com).



The ACTUALIZE Pathway supports your trained FP&A professionals over time with:

- ✓ Implementation road maps and strategies
- ✓ Accountability calls and online resources
- ✓ Virtual programs to augment training
- ✓ FP&A career development coaching
- ✓ Leadership coaching/mentoring

...and increases soft skills by:

- ✓ Applying learnings and techniques to daily work responsibilities
- ✓ Empowering them to offer alternative ideas and insights
- ✓ Nurturing greater self-assurance in critical thinking and creative problem solving
- ✓ Offering expert on-call guidance for project challenges as they arise

Bolster new knowledge with targeted support

One of the greatest deficiencies of training programs is poor sequencing of active training activities. These programs by themselves will not lead to lasting development and change. Because there is no sequence to the learning aside from the modularization within the programs, there is no extension of value beyond the training.

At Seidman Financial, we see things differently. Our ACTUALIZE Pathway addresses the biggest value gap in most training programs: lack of ongoing, relevant support as learnings are implemented.

Improved performance is embedded in new behaviors when *practiced on the job*. ACTUALIZE promotes better practices by:

- Solidifying values, culture, methodologies and processes driven by professional training and development
- Integrating methodologies and processes with financial leadership's strategic mandates
- Reinforcing learnings and techniques by demonstrating their on-the-job relevance



When your FP&A team gets the upskilling PLUS support they need, they experience...

- Confidence in the future of the FP&A function and its role in your company
- Increased engagement
- Increased confidence
- Increased competence
- Increased retention (reduced turnover) of great people with high potential for leadership roles
- Elimination of mistakes
- Increased efficiencies, saving time
- Reduced rework
- Growth in thought leadership
- Less reactivity and more proactivity
- Less complacency, more assertiveness and in-house opportunism
- Clearer boundary setting and time management
- Realization of more fulfilling and sustainable finance culture
- Higher confidence in the quality of data and how to use the intelligence
- Higher confidence in and ownership of FP&A processes

Sustain your investment

Seidman Financial's ACTUALIZE Pathway is a synthesis of training, development and support that promotes steadfast improvement of your FP&A team and leaders as you implement new knowledge.

To make your investment in training truly pay off, we provide detailed guidance and access to the experts who have learned to understand your company culture, challenges and people.

Offering this level of support builds on our ACTIVATE Pathway and makes your investment demonstrate a return much faster.

The attention and dedication necessary to implement

ACTUALIZE is where we focus on accountability and application. We provide access and immersion into our pathway ecosystem for support and ongoing development. ACTUALIZE provides the following:

- Customized plan and schedule of the development pathway
- Live CPE-accredited in-person and virtual programs
- Self-paced virtual programs
- Ongoing accountability/implementation coaching
- Quarterly mastermind sessions
- Annual retreat
- Twice-a-month virtual briefings
- Expert on-demand weekly office hours

Cultivate a culture of improvement

We know how to make FP&A functions and financial teams work. Our programs lay the groundwork and understanding, yet, it's the practical application of learnings that bring the greatest impact and value.

Helping your team reach peak performance with the right FP&A knowledge, training and processes is a necessary investment. Supporting your team as they *apply* what they've learned is how you fully realize the ROI of Seidman Financial programs.

Lastly, we recognize the need for financial leaders, as well as those who are more involved in project work, to help your company succeed. The support we provide in the form of coaching and mentoring extends to leaders and fosters stronger relationships and communication.

Grow *with* your people

Create a culture of learning and development where your financial professionals have greater control, interest and confidence in their careers. Help them become more engaged and invested by creating a future vision they can count on.

Learn more about the ACTUALIZE Pathway and the robust support we provide financial professionals and their leaders. Call 773-359-3646 or visit SeidmanFinancial.com.

Delivery Method

Group Live or
Group Internet Based
Duration: 90 minutes

Program Description

Financial Planning & Analysis (FP&A) is one of the most technically rigorous corporate finance career paths. FP&A professionals work closely with the CFO, Director of Finance and other stakeholders to provide them with the information they need to make strategic and operational decisions. This program takes a look at the new and evolving role of an FP&A professional.

Learning Objectives

Attendees will learn:

- Why FP&A is critical in today's business environment
- The most important elements of a successful FP&A function
- How FP&A differs from traditional finance and accounting roles
- The skills a qualified FP&A professional should possess

Prerequisites

Participants should possess a general understanding of basic financial and business concepts prior to attending the program.

Advance Preparation

None

Demystifying the Roles of FP&A Professionals

Key Modules:

- The role of an FP&A professional and overview of developments in the profession
- What is financial planning & analysis (FP&A)
- Key FP&A functions
- Reporting structure
- The financial eyes and ears of the company
- Strategic planning
- Scenario feasibility and financial forecasting
- Monitoring financial condition
- Project management and capital expenditures
- Managerial and cost accounting
- What companies benefit most from FP&A
- Traditional versus modern corporate finance roles
- The roles of CFO, Controller and FP&A practitioner
- Technical skills needed in FP&A
- Interpersonal skills needed in FP&A

Who should attend this program: FP&A practitioners, new FP&A analysts, finance managers, aspiring FP&A professionals, non-financial business partners, leaders of financial teams

Program Level: Basic, Intermediate

CPE Credits: 1.8 Total (1.0 Finance, 0.8 Accounting)



Delivery Method

Group Live or
Group Internet Based
Duration: Three (3.0) Full Days

Program Description

This flagship program equips FP&A professionals with a cross-functional understanding of accounting, finance, corporate strategy and industry dynamics while developing technical skills in planning, financial modeling, forecasting, data visualization, data management and analysis as well as non-technical skills such as leadership and presentation acumen. This program will hone the technical skills FP&A teams use most while enforcing organization-wide consistency in planning, analysis and forecasting.

Learning Objectives

Attendees will learn:

- Intermediate-to-advanced techniques in modern FP&A
- What deficiencies exist in their organizations and what to do to address them
- How to effectively develop an FP&A function and role
- How to build a strong FP&A culture

Prerequisites

Participants should possess intermediate financial acumen and a general understanding of Microsoft Excel and general business concepts.

Advance Preparation

Access to a laptop with Microsoft Office 2013 or later and program files provided.

FP&A Mastery Core Program – Level 1

Business Modeling and Partnering, Technical Financial Insights and Strategic Planning

Key Modules:

- Modeling standards and key functionality
- Business and financial modeling best practices
- Data visualization, presentation and storytelling
- Dynamic business modeling
- Monitoring variances and versions
- Dynamic charts and graphs
- Data consolidation
- Scenarios and sensitivities
- Model automation using VBA macros and add-Ins
- Enhancing model usability and interface
- Getting to answers without modeling
- Forecasting, projecting, and budgeting
- Planning for capital expenditures and project forecasting
- Fundamentals of the financial statements and financial reporting
- Strategic financial planning and analysis

Who should attend this program: FP&A practitioners, CFOs, investors, new FP&A analysts, aspiring FP&A professionals, non-financial business partners, financial team leaders

Program Level: Basic, Intermediate. Advanced

CPE Credits: 24.0 Total (20.0 Finance, 2.0 Accounting, 1.0 Economics, 1.0 Statistics)



FP&A Mastery Core Program – Level 1

Business Modeling and Partnering, Technical Financial Insights and Strategic Planning

Detailed Curriculum:

Modeling Standards and Key Functionality

- Model structure
- Modeling mindset and P.E.A.C.E. methodology
- Key functions and formulas
- Formula auditing and evaluation
- Monitoring and tracking updates and changes
- Model and version compatibility
- Data and text lookups
- External linking and data connections
- Seamless updating, error checking and elimination

Business Modeling and Financial Modeling Best Practices

- Consideration of end-users and company objectives
- Font Colors and syntax
- Model design, process, hygiene and layout
- Consistency in labeling, documentation, data tracing and vouching
- Defining names of data and data ranges, assumptions and inputs
- Managing hard-coded numbers and formulas
- Minimizing use of unsightly and overly-complicated formulas and links
- Effectively using color and comments for emphasis and usability
- Managing external data sources and data flow-through to active models
- Standardizing naming and version control of files and folders
- Conducting sanity checks regularly
- Running sensitivities to ensuring models make economic sense
- Testing work and having peers check assumptions ▲



FP&A Mastery Core Program – Level 1

Business Modeling and Partnering, Technical Financial Insights and Strategic Planning

Data Visualization, Presentations and Storytelling

- Examples of effective data-driven financial and business presentations
- Use of data visualization to communicate the impact of business drivers
- Dynamic sparklines for trend analysis
- Delivering effective presentations within Excel
- Dynamic linking to objects and values without pasting pictures
- Utilizing Camera view with dynamic objects for dashboards
- KPI identification, tracking, management, and interpretation
- Effective charting and visuals
- Flexible conditional formatting

Dynamic Business Modeling

- Dynamic data sets, data tables, offset ranges and arrays
- Dynamic pivot tables and charts with slicers
- Dynamic indirect data referencing

Monitoring Variances and Versions

- Budget- and forecast-to-actual tracking
- Budget- and forecast-to-actual interpretation
- Seamless model updating for variances and anomalies

Dynamic Charts and Graphs

- Building and displaying impactful dashboards for meetings and presentations
- Creation of deliverables with consideration given to the end-user or a wide-array of audiences

Data Consolidation

- Structuring and preformatting for data consolidation
- Data aggregation and sanitization ▲



FP&A Mastery Core Program – Level 1

Business Modeling and Partnering, Technical Financial Insights and Strategic Planning

Scenarios and Sensitivities

- Sum of worksheets approach to scenario management
- Multi-dimensional modeling and scenario management
- Building scenarios using the scenario manager tool
- Employing sensitivity analysis for variable inputs and drivers
- Overlaying conditional formatting onto dynamic sensitivity analysis
- Highlighted differences between simulation and optimization

Model Automation Using VBA Macros and Add-Ins

- Introduction to macros and automation techniques

Enhancing Model Usability and Interface

- Using form controls, scroll bars, option buttons, group boxes, spin buttons, list boxes, combination boxes, check boxes, toggles, and other objects
- Managing aesthetic presentation of model components

Getting to Answers Without Modeling

- Conduct 'what-if' operational simulations to minimize risk
- Utilize goal seek technique to determine pricing and to target profitability
- Identifying and addressing resource constraints using Solver technique
- Address break-even, profit optimization, and product mix decisions

Forecasting, Projecting, and Budgeting

- Misconceptions and benefits of forecasting, projecting, and budgeting
- Key terms, definitions and trends
- Forecasting methods, top-down versus bottoms-up approaches, and techniques for improving forecast accuracy
- How risk, uncertainty, and probability affect the building and management of forecasts, projections, and budgets ▲



FP&A Mastery Core Program – Level 1

Business Modeling and Partnering, Technical Financial Insights and Strategic Planning

Planning for Capital Expenditures and Project Forecasting

- Making determinations about appropriate spend on investment and maintenance capex
- Calculating appropriate liquidity and debt/equity financing

Fundamentals of the Financial Statements and Financial Reporting

- The income statement and underlying reporting
- The balance sheet and underlying reporting
- The statement of cash flows and underlying reporting
- Common-sizing and period-over-period trend analysis
- Ratio analysis and optimization

Strategic Financial Planning and Analysis

- Assessment of the macroeconomic and industry environment
- Revenue and cost analysis by channel
- Peer review
- Liquidity and working capital management including determining cash conversion cycle optimization
- Gap analysis
- Debt sizing
- Integrated venture forecast modeling

The Future of the FP&A Function and Profession

- FP&A profession trends
- Emerging technologies
- FP&A function developments and investment at leading companies

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Delivery Method

Group Live or
Group Internet Based
Duration: One and One-Half (1.5) Days

Program Description

Financial planning, business modeling and analysis require a deep understanding and mastery of data management and process. In this Level 2 program, FP&A practitioners will learn advanced, yet easy-to-master, data collection and organization techniques to complete their models and drive business analytics and decision-making.

Learning Objectives

Attendees will learn:

- Multiple dynamic approaches to connecting business models to raw data sources
- Seamless updating of data sets used for financial modeling and business analytics
- How to greatly reduce the amount of time spent and mistakes made importing data into usable form

Prerequisites

Participants should possess a general understanding of Microsoft Excel, data management, business intelligence and analytics concepts.

Advance Preparation

Access to a laptop with Microsoft Excel 2013 or later and program files provided.

FP&A Mastery Core – Level 2

Data Aggregation and Sanitization, Business Analytics and Power Functionality

Key Modules:

- Overview of data analysis and connected planning
- Introduction to and exploration of Power Query
- Power Query home, transform, and add column ribbon functionality
- Advanced Excel data modeling
- Introduction to Power Pivot
- Introduction to Data Analysis Expressions (DAX)
- Advanced Power Pivot and introduction to Power BI
- The future of data modeling, data analytics and business intelligence on cloud-based, software-as-a-service (SaaS) platforms

Who should attend this program: FP&A practitioners, CFOs, data analysts, business intelligence professionals, financial team leaders

Program Level: Intermediate, Advanced

CPE Credits: 12.0 Total (12.0 Finance)



FP&A Mastery Core – Level 2

Data Aggregation and Sanitization, Business Analytics and Power Functionality

Detailed Curriculum:

Overview of Data Analysis and Connected Planning

- Why is the process of data aggregation, sanitization, and analysis so important
- How are data aggregation and analysis pertinent to connected planning

Introduction to and Exploration of Power Query

- The Power modeling process and data flow
- How are the Power modeling process and data flow different than traditional Excel modeling and when should each be used
- What is Power Query and how does it facilitate data shaping
- How Power Query compares to other data aggregation and sanitization approaches
- Where is Power Query best utilized
- How Power Query helps with data acquisition
- What sources of data may be used with Power Query

Power Query Home, Transform, and Add Column Ribbon Functionality

- Managing data set properties, rows and columns
- Grouping data by category, customer, geography or other characterization
- Pivoting and unpivoting data sets
- Splitting and consolidating columnar data
- Editing data with trimming, text, and number functionality
- Calculating and conditioning columns based upon statistics, math, Boolean, date, time, and duration parameters
- Connecting source data through Power Queries to active models and live data

Advanced Excel Data Modeling

- What is Excel Data Modeling and how is it different than traditional modeling
- When should Excel Data Modeling be used versus Excel financial modeling
- Establishing data and database relationships within the Data Model
- Building parent/child data hierarchies for drill-down and drill-up functionality ▲



FP&A Mastery Core – Level 2

Data Aggregation and Sanitization, Business Analytics and Power Functionality

Introduction to Power Pivot

- What is Power Pivot and how is it different than traditional Excel pivot tables
- When should Power Pivot be used versus Excel pivot tables
- Importing data from different sources, including large databases and establishing relationships across data mediums

Introduction to Data Analysis Expressions (DAX)

- What is DAX and how is it different than traditional Excel formulas
- How to use DAX for dynamic data tables, PowerPivot and other application
- Common DAX expressions used in data calculations and measures

Advanced Power Pivot and Introduction to Power BI

- Using Power Pivot for data analytics and related decision-making
- Integrating Excel Data Modeling, Power Query, and Power Pivot into Power BI for business intelligence and analytics
- Implementing power functionality into every day financial planning & analysis

The future of data modeling, data analytics and business intelligence on cloud-based, software-as-a-service (SaaS) platforms

- How have data aggregation, sanitization, analysis, and business intelligence changed and how will they continue to evolve

* * *



Delivery Method

Group Live or
Group Internet Based
Duration: One full (1.0) day

Program Description

The business world is changing and so are the qualifications of new financial analysts. The formal education analysts receive before entering the workforce is the best it has ever been, yet there are still major gaps that exist when embarking upon that first job in finance. Ask experienced FP&A professionals where their practical learning occurred, and many will acknowledge it wasn't in school—it was on the job and from training. This interactive program serves as a first step in on-the-job training for new analysts.

Learning Objectives

Attendees will learn:

- Key areas of professional development in finance, data systems and communication
- Skills immediately applicable to the new position and how to ensure alignment with organizational goals
- How to build a successful, fulfilling career

Prerequisites

Participants should possess intermediate financial acumen and a general understanding of Microsoft Excel and general business concepts.

Advance Preparation

Access to a laptop with Microsoft Office 2013 or later and program files provided.

FP&A for New Analysts

Key Modules:

- Tips for starting out in a new FP&A role
- Managerial accounting
- The technical tools
- Building financial projections
- Valuing new projects
- Risk management

Who should attend this program: New FP&A analysts, aspiring FP&A professionals

Program Level: Basic, Intermediate

CPE Credits: 8.0 Total (5.0 Finance, 2.0 Accounting, 2.0 Communications & Marketing)



FP&A for New Analysts

Detailed Curriculum:

Tips for Starting Out in a New FP&A Role

- What is FP&A and why is it so important to high-performing organizations
- What is the difference between an FP&A professional, a CFO and Controller
- How is FP&A different than other finance and accounting roles
- What does an FP&A maturity model look like in structure and function
- Congruence of FP&A with financial planning, specialized focus, decision support & controls, and management reporting
- Starting out in a new FP&A role and focusing on building trust, offering insight, collaborating with business partners, and aligning with business strategy
- What technical and life skills are necessary for success in FP&A
- What does professionalism look like in FP&A
- Personal branding and networking to successfully advance in FP&A

Managerial Accounting

- Identifying and controlling fixed costs
- Identifying and managing resource constraints
- Restructuring compensation agreements

The Technical Tools

- Effectively utilizing enterprise resource planning (ERP) and enterprise planning management (EPM) platforms
- Effectively utilizing data visualization, business intelligence, and other platforms
- Best practices in financial modeling – considering the end-user, building a model schema, structuring models, using appropriate font color schemes, avoiding hard-coded formulas, minimizing complexity, avoiding hiding active formulas, eliminating model disorientation and distraction, conducting sanity checks, appropriately connecting to external data sources, minimizing links.
- Key Excel functions to know ▲



FP&A for New Analysts

Building Financial Projections

- Past, present and future considerations.
- Top-down versus bottoms-up projection approaches
- Understanding key drivers in financial projections
- Building projection scenarios and probabilities
- Improving projection accuracy

Valuing New Projects

- How is value measured in terms of revenue, cost and time-savings, efficiency, profitability, and cash
- Calculating and using the cost-of-capital for project valuation
- Using various methods of return on investment (ROI) – NPV, IRR, payback, break-even, ROIC, strategic alignment – for evaluating project decisions

Risk Management

- Designing a project risk management paradigm and synthesis process
- Conducting risk management in an IT implementation setting
- Using probabilistic modeling to calculate risk
- Identifying prevention and remedy activities to effectively manage project risk
- Implementing prevention and remedy activities and milestone triggers

* * *



Delivery Method

Group Live or
Group Internet Based
Duration: Five (5.0) full days

Program Description

Despite their technical expertise, many accountants lack experience as financial advisors and business partners. Whether in a corporate or consulting context, accountants are increasingly expected to provide consultative advisory services to clients and other business functions. This program is designed to develop accountants and their mindsets for a more consultative role in financial advisory.

Learning Objectives

Attendees will learn:

- How to gather, analyze, interpret and present data impactfully for business decision-making
- Provide insights through dynamic models and visuals to improve confidence and reduce risk
- Utilize technology and software to dramatically improve value
- Build financial projections and forecasts to provide actionable intelligence to clients

Prerequisites

Participants should possess intermediate financial acumen and a general understanding of Microsoft Excel and general business concepts.

Advance Preparation

Access to a laptop with Microsoft Excel 2013 or later and program files provided.

Financial Planning & Analysis (FP&A) for Accountants

Key Modules:

- FP&A business modeling for accountants
- Advanced dynamic modeling and forecasting
- Financial outputs and variance analysis
- Effective data visualization & business storytelling
- PowerPoint mechanics and navigation for accountants
- Development and analysis of business forecasting scenarios
- Presentation skills for accountants
- Strategic and operational planning in FP&A
- Excel's power functionality and accounting
- Introduction to VBA and macros for accounting

Who should attend this program: Controllers, CPAs, accounting consultants, accounting clerks, new and experience corporate accountants, accounting supervisors

Program Level: Intermediate, Advanced

CPE Credits: 40.0 Total (28.0 Finance, 6.0 Accounting, 2.0 Economics, 12.0 Communication & Marketing)



Financial Planning & Analysis (FP&A) for Accountants

Detailed Curriculum:

FP&A Business Modeling for Accountants

- Business modeling best-practices, organizational structure and hygiene
- Formula auditing, monitoring outputs, and evaluating formulas
- Coverage of key formulas & functions, ribbons, and core Excel functionality
- Simplification of complex modeling techniques
- Effective direct and indirect linking to internal and external datasets and accounting records
- Defining ranges, tables, data sets and formulas for dynamic references

Advanced Dynamic Modeling

- Creation of dynamic data sets and named ranges using OFFSET to reduce or eliminate manual updates to models and forecasts
- Dynamic data INDIRECT links to efficiently import financials and future data sets into models and analysis
- Microsoft Excel lookup functions: VLOOKUP, HLOOKUP, INDEX, MATCH, DATA VALIDATION

Financial Outputs and Variance Analysis

- Approaches for identification of key performance indicators (KPIs)
- Use of data visualization to communicate strategic mapping and KPI progress
- Monitoring and interpreting financial and operating variances
- Implementing materiality thresholds, highlighting period-over-period variances, and interpreting their causes
- Inclusion of flexible triggers for dynamic conditional formatting
- Building dashboards for meetings and presentations to accounting and non-accounting business partners
- Crafting fully-dynamic charts and graphs with automated updating and displays
- Utilization of form controls and toggles for enhancement of dynamic visuals ▲



Financial Planning & Analysis (FP&A) for Accountants

Effective Data Visualization & Business Storytelling

- How FP&A can serve as a strategic partner to non-accounting functions and related decision-making
- Conveying clear and easily understood accounting and financial results for meetings and presentations
- Creation of deliverables with consideration given to accounting and non-accounting end-users
- Illustrating trends and anomalies with sparklines and dynamic data ranges
- Summarizing data and results using dynamic data sets, pivot charts, pivot tables, and pivot slicers

PowerPoint Mechanics and Navigation for Accountants

- Review of the PowerPoint ribbons and navigation
- Review of most commonly-used shortcuts
- The quick-access toolbar
- Building consistent branding and themes with the Slide Master
- Presenting in PowerPoint and connecting to external data and analysis work-files
- Formatting objects and aligning slides quickly and easily

Development and Analysis of Business Forecasting Scenarios

- Enhancement of scenario user-interface with form controls and toggles
- Option buttons, check boxes, combo boxes, spin buttons, scroll bars, group boxes
- Using the SUM OF WORKSHEETS approach to scenarios and consolidations
- Using the 3-D modeling approach to scenarios and consolidations
- Introduction to EPM and continuous planning platforms for accounting
- Introduction to the Developer ribbon and VBA (ie. macros)
- Usefulness of native scenario management and summary tools
- Incorporation of sensitivity tables and conditional formatting
- Forecasting and budgeting methods
- How risk, uncertainty, and probability affect forecasting accuracy ▲



Financial Planning & Analysis (FP&A) for Accountants

Presentation Skills for Accountants

- Mindset and theory of financial and data-rich presentations
- Cognitive science of presentations and storytelling
- Determining presentation objectives, mapping the narrative, and minimizing mechanical steps in creation and maintenance of files
- Building smart templates
- Presenting financial and accounting data
- Understanding the audience and crafting tailored presentations
- Understanding how various audiences best receive information
- Communicating accounting insights versus data collection and analysis
- Big-picture versus detailed presentations
- Technical versus non-technical presentations
- Anticipating Q&A within the presentation

Strategic and Operational Planning in FP&A

- Overview of financial and accounting terminology
- Overview of financial statement analysis
- Revenue and cost builds by channel
- Assessment of the macroeconomic and industry environment
- Liquidity and working capital management including cash conversion cycle optimization
- Gap analysis
- Debt-sizing
- Venture forecast modeling
- Comprehensive strategic case study ▲



Financial Planning & Analysis (FP&A) for Accountants

Presentation Skills for Accountants

- Mindset and theory of financial and data-rich presentations
- Cognitive science of presentations and storytelling
- Determining presentation objectives, mapping the narrative, and minimizing mechanical steps in creation and maintenance of files

Excel's Power Functionality and Accounting

- Introduction of Excel's power functionality to improve data importing and analysis
- Utilizing Power Query to lessen the time and burden of connecting to and sanitizing large financial data sets
- Effectively categorize and automate data aggregation with user-defined queries
- Filtering separately managed but integrated relational databases using power calculations
- Performing simple calculations on complex data sets using power Data Analysis Expressions (DAX)
- Analyzing multiple data fields across multiple databases using Power Pivot
- Understanding how Power BI and Tableau can transform complex data into easy-to-understand visuals

Introduction to VBA and Macros for Accounting

- Introduction to VBA editor and basic recording of macros
- Building macros from scratch
- Understanding context, what can macros do, when are they useful and when should they be avoided
- Using macros to create user-defined functions and automate activities
- Enhancing the user-interface and experience with ActiveX and form controls

* * *



Delivery Method

Group Live or
Group Internet Based
Duration: One (1.0) Full Day

Program Description

Excel continues to be the gold standard in financial analysis and modeling. Inconsistent and inferior practices learned from prior work experience or from amateur video training leads to ineffective, fractured, and error-prone modeling. Further, a lack of scale, poor model dynamics and auditability often lead to far more complexity than necessary. This program will debunk modeling and Excel myths and provide attendees with highly-effective practices across use-cases and end-users and industries.

Learning Objectives

Attendees will learn:

- Robust formulas to save time and improve model functionality
- Excellent hygiene and structure to build scalable, evolving and easily auditable financial models
- How to build dynamic data sets, imports, forecasts, charts, graphs, and summaries

Prerequisites

Participants should possess intermediate financial acumen and a general understanding of Microsoft Excel and general business concepts.

Advance Preparation

Access to a laptop with Microsoft Office 2013 or later and program files provided.

Financial and Business Modeling Best Practices Using Advanced Excel

Key Modules:

- Advanced Excel formulas and functions
- Financial and business modeling best practices
- Building an effective dynamic financial model

Who should attend this program: Any financial or accounting professional responsible for financial analysis or financial modeling

Program Level: Basic, Intermediate, Advanced

CPE Credits: 8.0 Total (8.0 Finance)



Financial and Business Modeling Best Practices Using Advanced Excel

Detailed Curriculum:

Advanced Excel formulas and functions

- Basic functions: IF, IFS, AND, OR, SUM, SUMIF, SUMIFS, SUMPRODUCT, COUNT, COUNTIF, COUNTIFS, SEARCH
- Lookup functions: VLOOKUP, HLOOKUP, XLOOKUP, INDEX, MATCH
- Date functions: EOMONTHS, DATE, EDATE, YEARFRAC, DAY, MONTH, YEAR, NETWORKDAYS
- Math functions: MIN, MAX, AVERAGE
- Toggles and advanced dynamic functionality: CHOOSE, OFFSET, INDIRECT, SEQUENCE, FILTER, UNIQUE, SORT, SORTBY
- Text functions: SEARCH, FIND, LEFT, RIGHT, MID, TRIM
- Data validation drop-down lists
- Naming cells for clean reference
- Using text functions to clean unformatted data
- Developer ribbon

Financial and Business Modeling Best Practices

- Best practices around the structural design and management of financial models
- Using font colors and model hygiene to minimize confusion
- Understanding the trade-offs between a) granular vs. big-picture analysis, and b) static versus dynamic functionality
- Common methods and mistakes around organizing model inputs, drivers, assumptions, and outputs
- Consistent model architecture and hygiene for ease of understanding and use across multiple users
- Utilization of formula evaluator and watch window to simplify models, save time, and reduce mistakes
- Best practices for working with data stored in external databases and approaches for data imports

Implementing Best Practices and Building Dynamic Models Using Advanced Excel

- Build-out of a dynamic and clean financial model for ongoing use
- Maintenance of model integrity and transparent model drivers
- Incorporation of error-proofing and checks into financial models and analyses
- Separating 'working model' worksheets from summary and presentation worksheets

* * *



Delivery Method

Group Live or
Group Internet Based
Duration: One half (0.5) day

Program Description

Exceptional data modelers, financial modelers and analysts benefit from automation of repetitive tasks. Unfortunately, for most practitioners, this ease of automation is arrived by learning intermediate-to-advanced programming. In this program, process automation will be demystified so that FP&A practitioners can quickly and easily incorporate macros into their dynamic work files.

Learning Objectives

Attendees will learn:

- How Visual Basic for Applications (VBA) can be easily mastered to automate routine data and modeling processes.
- Best practices for designing macros and incorporating automation into data imports, reporting, data modeling and financial modeling

Prerequisites

Participants should possess an intermediate-to-advanced understanding of Microsoft Excel and a basic understanding of programming language.

Advance Preparation

Access to a laptop with Microsoft Excel 2013 or later and program files provided.

Modeling and Data Automation with VBA and Macros

Key Modules:

- Introduction to Visual Basic for Applications (VBA) and macros in Excel
- Getting started with VBA and macros
- Designing and implementing VBA and macros in financial applications

Who should attend this program: FP&A practitioners and analysts, data analysts, business analytics and intelligence professionals

Program Level: Intermediate, Advanced

CPE Credits: 4.0 Total (4.0 Finance)



Modeling and Data Automation with VBA and Macros

Detailed Curriculum:

Introduction to Visual Basic for Applications (VBA)

- What are VBA macros and why are they used
- When to use VBA macros versus traditional Excel functionality
- Examples of simple modeling, data extraction, and reporting automations

Getting Started with VBA Macros

- Understanding the developer ribbon, VBA editor, macro security settings, and record macro functionality
- Understanding the VBA editor project layout
- How are range objects, formulas, commands, debugging, and procedures used for VBA macros

Designing and Implementing VBA Macros in Financial Applications

- Using ActiveX controls to drive procedures and macro automations
- Designing VBA macro loops to perform repetitive tasks for simulations and reporting
- Designing VBA macro automations with model event triggers.

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Delivery Method

Group Live or
Group Internet Based
Duration: Three (3.0) Days

Program Description

Many junior-to-mid-level advisors join professional services firms from other organizations not focused on turnaround, restructuring and transactions. This leads to a steep learning curve, inconsistent practices and inefficiency for the firm and clients alike. This program addresses the immediate and ongoing technical responsibilities commonly required by crisis management professionals.

Learning Objectives

Attendees will learn:

- How to reduce their learning curve, inefficient time and errors on client engagements
- To improve their workflow and deliverables, thus reducing the effort and time spent by senior-level professionals devoted to training and re-work
- Skills and mindset necessary to feel more confident in their work, career, and client delivery
- To achieve better utilization by reducing or eliminating modeling and analysis inefficiencies, wasted labor, and re-work

Prerequisites

Participants should possess a general understanding of basic financial and business concepts prior to attending the program.

Advance Preparation

None

Financial Statement Modeling and Forecasting for Performing or Underperforming Companies

Key Modules:

- Initiating and managing document requests
- Introduction to 3-statement financial modeling and forecasting
- Building the 3-statement model
- Completing the 3-statement model
- Effecting organizational revitalization, corporate renewal and change

Who should attend this program: Turnaround and restructuring professionals, workout professionals, CFOs, Directors of finance, investment professionals, investment bankers, FP&A practitioners

Program Level: Intermediate, Advanced

CPE Credits: 24.0 Total



Financial Statement Modeling and Forecasting for Performing or Underperforming Companies

Detailed Curriculum:

Initiating and Managing Document Requests

- Understanding the nature of the engagement and underlying issues
- Determining the work product required
- Interviewing clients and managing document requests
- Documents pertaining to organizational structure, business activities, legal and human resources, loan information and documentation, financial information, process documentation, and others
- Information corresponding to analysis and modeling needs

Introduction to 3-Statement Financial Modeling and Forecasting

- Determining what skills are needed for the business case
- Understanding the basic functionality and relationships between the financial statements
- Explanation of the supporting accounting transactions for the cash flow statement
- Building assumptions and generalizations about the layout of the models
- Review of basic-to-advanced Excel functions to be used in integrated statement modeling
- Introduction to the building process of the integrated statement model
- Illustrations of how transactions map to journal entries, general ledger, trial balance and financial statements ▲



Financial Statement Modeling and Forecasting for Performing or Underperforming Companies

Building the 3-Statement Financial Model

- Importing historical information
- Building baseline forecasts with roll-forwards and streamlined assumptions
- Forecasting assumptions and key drivers for major line items
- Developing revenue and expense forecasts with top-down and bottoms-up approaches
- Analyze fixed vs. variable and mixed costs in the build-up of the expense budget
- Building balance sheet roll-forwards for key balance sheet accounts (receivables, payables, inventory, others) and use historical relationships to help project working capital and other balance sheet items
- Building out all non-debt and non-working capital accounts on the balance sheet
- Modeling short-term and long-term debt and associated borrowing costs
- Rolling forward retained earnings and core equity items
- Modeling the revolver or other plug figures
- Using the balance sheet roll-forward, project the balance sheet and build the indirect cash flow and direct cash flow statements ▲



Financial Statement Modeling and Forecasting for Performing or Underperforming Companies

Completing the 3-Statement Financial Model

- Importing historical information
- Connecting the financial statements with plugs and ensuring its integrity
- Building “checks” into the model to ensure the change in cash in both the indirect cash flow and direct cash flow match the change in cash on the balance sheet
- Performing quality review, assessing model mechanics and accounting/operating assumptions
- Understanding the limitations of the model
- Considering possible scenarios and sensitivities
- Rolling the model forward for future periods and updating information seamlessly
- Updating the model for actual results
- Discussing the integration of 3-statement financial model with 13-week cash flow and borrowing base
- Creating “presentation tabs” to facilitate sharing the model with other professionals and stakeholders

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Delivery Method

Group Live or
Group Internet Based
Duration: One (1.0) Full Day

Program Description

Now more than ever, a thorough understanding of company cash flow and working capital is essential to financial health and prosperity. In addition, it's vital to understand causes of cash bleeding and remedies for working capital improvement. In this program, attendees will discover the various causes of cash flow constraint and how to address them.

Learning Objectives

Attendees will learn:

- Causes of longer cash conversion cycles and poor working capital planning
- Strategies for cash flow improvement and corresponding cautions in environments of uncertainty
- Modeling techniques and software solutions for more effective cash flow forecasts and management
- Scenario forecasting and tangible actions to be taken to solve cash flow problems.

Prerequisites

Participants should possess intermediate financial acumen and a general understanding of Microsoft Excel and general business concepts.

Advance Preparation

Access to a laptop with Microsoft Excel 2013 or later and program files provided.

Cash Flow Forecasting and Liquidity Management

Key Modules:

- Cash flow management overview
- Causes of cash flow problems and bleeding
- Strategies for cash flow improvement
- Corresponding cash flow cautions in an environment of uncertainty
- Techniques and tools for effective cash flow management
- Implementing cash flow management and liquidity scenario forecasting

Who should attend this program: CFOs, Directors of Finance, Controllers, business owners, AR/AP analysts and clerks, FP&A analysts

Program Level: Basic, Intermediate

CPE Credits: 8.0 Total (6.0 Finance, 2.0 Accounting)



Cash Flow Forecasting and Liquidity Management

Detailed Curriculum:

Cash Flow Management Overview

- Key elements and mindset of cash flow forecasting
- Warning signs and remedies for strained cash flow
- Digital connectivity and integration for efficient cash flow forecasting and reforecasting
- Differences between cash flow forecasting in an uncertain environment versus normal times

Causes of Cash Flow Problems and Bleeding

- Causes of Cash Flow Problems and Bleeding
- Longer cash conversion cycle and poor working capital planning
- Slower debtor (receivable) collections and increased aging
- On-demand and large payments to creditors (suppliers)
- Growing inventory balances due to slow moving stock
- Growing inventory balances due to build up for order completion
- Excessive or poorly justified spending
- Exposure to substantial fixed costs
- Lack of expense prudence and lax spending attitudes
- Process and operating inefficiencies
- Impractical investment and maintenance capex
- Improper debt-to-equity balance
- Inflexible long-term contracts or supplier agreements
- Increasing materials/commodity prices and labor costs ▲



Cash Flow Forecasting and Liquidity Management

Strategies for Cash Flow Improvement and Corresponding Cautions in an Environment of Uncertainty

- Steps taken to stop the bleeding including: renegotiation of collection and payment terms, deferment of maintenance capex, flexing payroll/labor and movement to mixed fixed/variable compensation model, reduction of owners' drawings, issuing or refinancing lines-of-credit or term loans, application for government grants and subsidies
- Steps taken to improve future cash flow sustainability including: optimization of near-term and mid-term working capital, rolling forecasts and scenario planning

Techniques and Tools for Effective Cash Flow Management

- Utilizing 13-week cash flow forecasting
- Forecasting using the direct and indirect cash flow methods
- Planning for various cash flow scenarios

Implementing Cash Flow Management and Scenario Forecasting

- Reforecasting sales reduction and growth opportunities at different levels of granularity and significance
- Identifying what level of revenue and EBITDA is needed to fund cash outflows
- Evaluating costs as fixed and variable, controllable and non-controllable, vendors as critical and non-critical, and what can be done to mitigate exposure
- Calculating what level of days sales outstanding (DSO) and days payable outstanding (DPO) achieve a reasonable level of working capital and renegotiating collection and payment terms accordingly
- Assessing what level of days inventory outstanding (DIO) achieves a reasonable level of stock and working capital and identifying related solutions
- Measuring the impact of reorganization on cash flow

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Delivery Method

Group Live or
Group Internet Based
Duration: One half (0.5) day

Program Description

Forecasts are all but guaranteed to be wrong. Despite this, companies should always aspire to be as accurate as possible. This program is designed to provide attendees with implementation-ready and theoretical approaches for improving forecasting accuracy. Discover how to identify key business drivers of growth and improve future visibility for agile decision-making.

Learning Objectives

Attendees will learn:

- Cross-departmental processes and workflows allowing forecasts to be updated regularly and efficiently
- How to implement simple yet powerful modeling techniques to remove guesswork
- To increase confidence and mitigate risk through data integration, scenario management and predictive simulation
- Current agile technology and software solutions to help streamline forecasting processes and accuracy

Prerequisites

Participants should possess a general understanding of basic financial concepts and basic-to-intermediate understanding of forecasting methodologies prior to attending the program.

Advance Preparation

None

Improving Forecast Accuracy

In cooperation with The Association for Financial Professionals (AFP)

Key Modules:

- The importance of forecast accuracy
- How to improve forecast accuracy
- Driver-based forecasting and business decision-making
- Forecast accuracy and statistical methods
- Building and simulating more accurate forecasts
- Monitoring and measuring forecast accuracy
- Ride-sharing case study

Who should attend this program: FP&A practitioners, CFOs, Directors of Finance, new FP&A analysts, aspiring FP&A professionals, non-financial business partners, leaders of financial teams

Program Level: Basic, Intermediate

CPE Credits: 4.0 Total (4.0 Finance)



Improving Forecast Accuracy

In cooperation with The Association for Financial Professionals (AFP)

Detailed Curriculum:

The Importance of Forecast Accuracy

- Why is forecast accuracy important and what are the consequences of getting it wrong
- Fostering a culture of continuous planning and improvement
- Contemplating unknown risks and unidentified opportunities
- Reducing uncertainty in planning and decision-making
- Identifying various paths forward through different operating environments
- Considering 'what-if' scenarios in real time

How to Improve Forecast Accuracy

- Improving cross-departmental collaboration and coordination by FP&A
- Building a continuous planning organizational culture and accountability
- Tools and techniques to be employed in connected and continuous planning

Driver-Based Forecasting and Business Decision-Making

- Identifying key drivers of business activity during uncertain times
- Quantifying the extent of growth or damage during uncertain times
- Appropriately balancing accuracy and granularity of forecasts with time to time and effort to reforecast
- Re-examining top-down and bottoms-up forecasting approaches
- Segment-based and channel-based forecast build-ups

Forecast Accuracy and Statistical Methods

- Utilizing statistical methods and predictive analytics to improve forecast accuracy
- Using Monte Carlo to calculate ranges of possible outputs and variability ▲



Improving Forecast Accuracy

In cooperation with The Association for Financial Professionals (AFP)

Building and Simulating More Accurate Forecasts

- Scenario creation and contingency planning
- Using revenue and cost bridges to determine financial and operating vulnerabilities

Monitoring and Measuring Forecast Accuracy

- Determining controllable and uncontrollable costs
- Determining allowable variances
- Examining cause-and-effect of budget and forecast misses and remedies for addressing them

Ride-Sharing Case Study

* * *



Delivery Method

Group Live or
Group Internet Based
Duration: One half (0.5) day

Program Description

Forecasts are all but guaranteed to be wrong, particularly in uncertain times. What works during normal times may not during times of volatility. This program is designed to provide implementation ready and theoretical approaches for improving the accuracy of forecasts when historical information can't be heavily relied upon and future expectations can't be fully trusted.

Learning Objectives

Attendees will learn:

- The importance of cash flow management, working capital forecasting, and cash burn rate
- How to reforecast in changing time horizons, increments, and refresh frequency
- The extent to which focus should be made on near-term liquidity, right-sizing the business, investing in maintenance capex and changing strategy
- The impact of fixed and variable costs on overall performance and profitability

Prerequisites

Participants should possess a general understanding of basic financial concepts and basic-to-intermediate understanding of forecasting methodologies prior to attending the program.

Advance Preparation

None

Forecasting in Uncertain Times

In cooperation with The Association for Financial Professionals (AFP)

Key Modules:

- The importance of forecast accuracy
- Forecasting and planning in uncertain times
- Driver-based reforecasting
- Forecast accuracy, statistical methods and predictive modeling
- Building scenarios and simulating the future
- Monitoring and measuring forecast accuracy
- Ride-sharing case study

Who should attend this program: FP&A practitioners, CFOs, Directors of Finance, new FP&A analysts, aspiring FP&A professionals, non-financial business partners, leaders of financial teams

Program Level: Intermediate, Advanced

CPE Credits: 4.0 Total (4.0 Finance)



Forecasting in Uncertain Times

In cooperation with The Association for Financial Professionals (AFP)

Detailed Curriculum:

The Importance of Forecast Accuracy

- Why is forecast accuracy important and what are the consequences of getting it wrong
- Fostering a culture of continuous planning and improvement
- Contemplating unknown risks and unidentified opportunities
- Reducing uncertainty in planning and decision-making
- Identifying various paths forward through different operating environments
- Considering 'what-if' scenarios in real time

Forecasting and Planning in Uncertain Times

- Forecasting cash flow, working capital and financing
- What determines a good forecast during uncertain times vs. normal times
- How forecasting is different during uncertain times and why companies need to reforecast more regularly
- Why forecasting accuracy takes on different meaning in uncertain times
- Revisiting forecast duration, intervals, and granularity
- Re-examining sales backlogs, pipelines, purchase orders, expressions of intent, and relationships
- Re-examining cost structure, forecasts, and cost control

Driver-Based Reforecasting

- Identifying key drivers of business activity during uncertain times
- Quantifying the extent of growth or damage during uncertain times
- Appropriately balancing accuracy and granularity of forecasts with time to time and effort to reforecast
- Re-examining top-down and bottoms-up forecasting approaches
- Segment-based and channel-based forecast build-ups ▲



Forecasting in Uncertain Times

In cooperation with The Association for Financial Professionals (AFP)

Forecast Accuracy and Statistical Methods

- Utilizing statistical methods and predictive analytics to improve forecast accuracy
- Using Monte Carlo simulations to calculate ranges of possible outputs and variability

Building Scenarios and Simulating Future Outcomes

- Scenario creation and contingency planning
- Using revenue and cost bridges to determine financial and operating vulnerabilities

Monitoring and Measuring Forecast Accuracy

- Determining controllable and uncontrollable costs
- Determining allowable variances
- Examining cause-and-effect of budget and forecast misses and remedies for addressing them

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Delivery Method

Group Live or
Group Internet Based
Duration: One half (0.5) day

Program Description

Companies are increasingly moving away from reliance on traditional budgets due to inflexibility and reactivity. Instead, companies are favoring dynamic, forward-looking forecasts that can incorporate flexible assumptions, contemplate various scenarios, be updated regularly and drive business growth. This program explores how rolling forecasts assist business professionals and leadership in making more educated decisions and taking more calculated risks.

Learning Objectives

Attendees will learn:

- Benefits, limitations and differences between static budgets and rolling forecasts
- How to demonstrate the effectiveness of rolling forecasts as a management decision-making tool
- The process and steps for creating and maintaining a rolling forecast
- What modifications translate static budgets into flexible, integrated rolling forecasts

Prerequisites

Participants should possess a general understanding of basic financial concepts and basic-to-intermediate understanding of forecasting methodologies prior to attending the program.

Advance Preparation

None

Integrating Rolling Forecasts

Key Modules:

- Introduction to continuous and connected financial planning and rolling forecasts
- Fundamental methodologies of continuous and connected financial planning
- Introduction to rolling forecasts
- Technology in continuous and connected financial planning
- Creating and managing rolling forecasts

Who should attend this program: CFOs, FP&A practitioners, new FP&A analysts, aspiring FP&A professionals, non-financial business partners, leaders of financial teams

Program Level: Basic, Intermediate

CPE Credits: 4.0 Total (4.0 Finance)



Integrating Rolling Forecasts

Detailed Curriculum:

Introduction to Continuous and Connected Financial Planning and Rolling Forecasts

- How is continuous planning different than traditional budgeting and forecasting
- Consequences of poor forecasting and budgeting and why traditional forecasts and budgets are poor tools for financial planning
- How do rolling forecasts compare with static budgets

Fundamental Methodologies of Continuous and Connected Financial Planning

- Establishing appropriate time horizons, intervals, and refresh frequencies
- Top-down, bottoms-up, and dimensional forecasting

Introduction to Rolling Forecasts

- What are rolling forecasts and why do most organizations fail to use them
- Why are they more valuable than traditional budgets and forecasts
- What are the benefits of rolling forecasts within continuous and connected planning
- What are the various types of rolling forecasts used across an organization
- What is the process for building a rolling forecast within a continuous planning environment
- What is driver-based forecasting and how to implement it properly
- How to drill-down and drill-up through identified forecasting dimensions
- Enabling scenario management in rolling forecasts and continuous planning

Technology in Continuous and Connected Financial Planning

- Financial modeling software
- Enterprise performance management (EPM) and enterprise resource planning (ERP) platforms
- Other forecasting and visualization platforms

Creating and Managing Rolling Forecasts

- Using Excel and Enterprise Performance Management (EPM) platforms for integrated rolling forecasts

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Delivery Method

Group Live or
Group Internet Based
Duration: One and one-half (1.5) Days

Program Description

Many financial professionals do not communicate effectively. They overwhelm their audiences with complex content, leaving them confused. The ability to connect with an audience is vital to the success of both the practitioner and the organization. In this program, audiences will learn from an FP&A practitioner, Second City- and Improv Olympic-trained performer and award-winning speaker, blending humor and professional delivery with cognitive science and data-rich content.

Learning Objectives

Attendees will learn:

- How to establish rapport and maintain credibility
- Subtle and not-so-subtle ways to captivate audiences and inspire them to act
- A variety of communication techniques to help better create engaging presentations, stay focused, and have a lasting impact on audiences.
- How to immediately recall all audience members by name

Prerequisites

Participants should possess a general understanding of business concepts.

Advance Preparation

Access to a laptop with Microsoft Office 2013 or later and program files provided.

Delivering Effective Live and Virtual Financial Presentations

Key Modules:

- Financial presentations and communication approaches
- Connecting with financial and non-financial audiences
- Structuring data-driven presentations
- Establishing trust and maintaining credibility
- Engaging financial audiences
- Dynamics for Live In-Person and Virtual Presentations
- Financial storytelling as a presentation technique
- Displaying visuals during presentations
- Going off-script and managing interruptions
- Involving decks and reports in financial presentations

Who should attend this program: Financial professionals and non-financial professionals responsible for data-driven, technical and financial presentations and communication

Program Level: Basic, Intermediate

CPE Credits: 12.0 Total (12.0 Communications & Marketing)



Delivering Effective Live and Virtual Financial Presentations

Detailed Curriculum:

Financial Presentations and Communication Approaches

- The purpose of financial and data-driven presentations
- Effective communication in financial and data-driven presentations

Connecting with Financial and Non-Financial Audiences

- Grabbing and keeping attention in meetings and presentations
- Identifying and assessing the audience and ultimate end-users of information
- Identifying the audience's mandates/objectives and the insights needed to achieve the mandates/objectives
- Designing and delivering presentations based upon the make-up, style, character, and mandates/objectives of the audience and ultimate end-users of information
- Simplifying complex financial concepts into easy-to-understand elements and demonstrating connections to non-financial contexts

Structuring Data-Driven Presentations

- Assessing pre-conceived opinions and positions, perceived areas of risk and lack of confidence, expectations and concerns
- Selecting the right methods of delivering information across in person meetings, emails, reports, presentations, phone calls, and virtual face-to-face meetings
- Organizing pre-presentation, presentation, and post-presentation logistics and flow of information

Establishing Trust and Maintaining Credibility

- Approaches for influencing audiences resistant to recommendations
- Connecting with people who are not interested in participating
- Engaging and re-engaging people who are inattentive
- Strategies for connecting with people faster and deeper
- Building trust for greater collaboration and sharing ▲



Delivering Effective Live and Virtual Financial Presentations

Engaging Financial Audiences

- Offering information and transparency about assumptions, uncertainty, and possibilities
- Approaching presentation with awareness of language, psychology, and physicality
- Providing an appropriate balance of data, visuals, and language

Dynamics for Live In-Person and Virtual Presentations

- The dynamics of cognition and information synthesis
- Engaging different types of audiences through alternating visual, auditory, and kinesthetic means
- Designing presentation flow for maximum retention using mind, state, and module changes
- Building in elements of subtle reinforcement and action items

Financial Storytelling as a Presentation Technique

- Balancing data and logic with emotion and storytelling
- Using the storyline technique for presenting financial findings and proposing decision-making recommendations
- Using the pyramid structure technique, employing economic background, most important points, data assumptions, synthesis, and supporting information
- Building a presentation using deliberate tension and unanswered questions
- Using proven linguistic techniques to reduce ambiguity and enhance believability

Displaying Visuals During Presentations

- Practical charting and graphics to be: 1) usable, 2) intuitive, 3) perceptive, 4) honest, 5) complete, 6) aesthetic, and 7) engaging
- Effective titling and footnoting to convey logic and emotion, objectivity and subjectivity
- Best practices for column charts, bar charts, pie charts, donut charts, waterfall charts, line graphs, and combo charts ▲



Delivering Effective Live and Virtual Financial Presentations

Going Off-Script and Managing Interruptions

- Maintaining control of conversations and presentations
- Alleviating skepticism, defusing hostility, and preventing tangent interruptions
- The difference between stable and unstable presentation and meeting performance
- Effectively managing Q&A in business presentations and meetings using a Q&A framework
- How to encourage questions or inspire further discussions
- How to address questions without confident answers by using framing and bits
- How to use physical body language, vocal volume and tone to effectively manage presentations and meetings

Involving Decks and Reports in Financial Presentations

- How do decks and reports serve different objectives that presentations
- How to effectively use physical materials to supplement or reinforce presentations

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Delivery Method

Group Live or
Group Internet Based
Duration: One full (1.0) day

Program Description

Executives and managers who don't know their figures, don't know their businesses. To effect strategic change and growth it's imperative for financial and non-financial leaders alike to understand the numbers, what drives them, and how to influence. In this program, attendees will expand their understanding and grow their confidence in all key areas of corporate finance.

Learning Objectives

Attendees will learn:

- What to look for in key financial figures and metrics common to every organization
- Which figures and metrics are most important to investors, lenders, financial leaders, and non-financial managers
- How to actively participate with confidence in financial meetings and presentations

Prerequisites

Participants should possess a general understanding of basic financial and business concepts prior to attending the program.

Advance Preparation

None

Financial Strategy and Leadership for Non-Financial Executives and Managers

Key Modules:

- Financial management perspectives
- The financial statements and supporting schedules
- Working capital management and optimization
- Financial and performance analysis
- Financial metrics, measurements, summary reports, and dashboards
- Managerial Finance, Operating Budgets and Leverage

Who should attend this program: Non-financial managers, executives and leaders; financial managers, executives, and leaders effecting financial and cultural change

Program Level: Basic, Intermediate

CPE Credits: 8.0 Total (5.0 Finance, 3.0 Accounting)



Financial Strategy and Leadership for Non-Financial Executives and Managers

Detailed Curriculum:

Financial Management Perspectives

- The key connections between operations, non-financial activities and financial management
- How products provide solutions, financial betterment and value
- How value is measured and influenced by revenue, earnings, cash flow and liquidity, efficiency, equity worth, cost of capital and return on invested capital, and risk management
- How do organizations increase or enhance different dimensions of value
- What are the key terms and objectives financial executive are interested in, why, and how to support them
- What are the key terms and objectives non-financial executives are interested in and how to support them
- The importance of being confident and able to communicate more effectively with financial and non-financial business partners

The Financial Statements

- Understanding the purposes of the income statement (P&L or statement of activities), the balance sheet (or statement of financial condition and health), and the statement of cash flows
- What does each financial statement indicate about the financials of the organization, how do operating activities impact the statements, and how can operations be transformed using the financial statements as drivers of change

The Income Statement

- How much revenue is the organization generating; what products and services are being sold and at what price and volume; what is the mix of products and services, over what period of time, and with what degree of seasonality
- What discounts, warranties or contingencies are applied
- What are the costs of products/services sold; how are costs divided across labor, material, overhead or other categories; which portion of costs are fixed, variable, or mixed; are unit costs increasing or decreasing over time
- What overhead and indirect expenses are being incurred and why; is the company right-sized or does it need to be restructured; how to better manage overhead expenses.
- Drilling up and drilling down into the components of the income statement
- Building an a) EBITDA budget-to-actual bridge, and b) EBITDA-to-cash-flow bridge ▲



Financial Strategy and Leadership for Non-Financial Executives and Managers

Financial Metrics and Measurements

- Key financial ratios and metrics
- Evaluating conversion cost and overhead expense efficiencies
- Gross margin, operating margin, and net margin
- EBITDA budget-to-actual and EBITDTA-to-cash bridges
- Budget- and forecast-to-actual variance analysis
- Using peer analysis and comps to measure financial and operating efficiencies and performance

Managerial Finance, Operating Budgets and Leverage

- Budgeting and forecasting methodologies
- Classifying variable, fixed and mixed costs
- Restructuring operating activities to improve leverage and manage risk
- Capital budgeting and planning
- Personnel management
- Inventory management, conversion process, and flow to cost of goods sold

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