

BUDGETING AND FINANCE FOR MANAGERS

APRIL - MAY 2012



HOW TO THINK LIKE A CFO

23 & 24 April 2012 - Auckland

REPORTING, PRESENTING AND COMMUNICATING FINANCIAL INFORMATION

11 April 2012 - Auckland
23 April 2012 - Wellington

PRACTICAL BUDGETING AND FORECASTING

18 & 19 April 2012 - Auckland
9 & 10 May 2012 - Wellington

Bright Star
TRAINING

HOW TO THINK LIKE A CFO

AUCKLAND

23 & 24 APRIL 2012

INSTRUCTOR:

Susan Hansen



Register any two people from your organisation on the 1 day course and get a \$250 discount off the combined ticket price.

Register any two people from your organisation on any 2 day courses and get a \$500 discount off the combined ticket price. Delegates must be from the same organisation and bookings must be made at the same time.

Further discounts may apply to multiple & larger bookings, call (09) 912 3610 or email training@brightstar.co.nz to discuss discounts or inhouse training options.

In these trying times of budget constraints and increased competition, managers need to present and convince their value propositions or risk missing out on opportunities.

As managers are under increasing pressure to fight for more resources and budget allocations, now more than ever, it's imperative you provide CFOs with tangible facts and demonstrate robust business cases to win the financial resources you need for your programmes. In other words, CFOs are much more likely to be engaged if you knew what they are looking for when signing off on new spending initiatives.

Think like a CFO, win the support of your CFO and get the hands-down approval for your budget submissions and project funding requests.

COURSE OUTLINE

Scoping the business case

- Determining the business needs and desired outcomes
 - Problem/opportunity statement/new venture/project
 - Prioritised requirements (high level)
 - Assumptions
 - Constraints
 - Dependencies
- Establishing parameters
- Results measurement

Resource allocation decision

- Mutually exclusive projects
- Financing decision

Interpreting and presenting financial metrics to your best advantage

- ROI
- NPV
- Payback Period (Breakeven)
- TCO
- IRR
- Opportunity Cost
- Economic Profit
- Applying the metrics top management needs for short and long term planning

Business case best practices

- What are the critical success measures?
- How are market trends affecting profitability?
- Building the competitive advantage
- Revenue growth, cost reduction, product or service quality, customer retention, profitability, shareholder value
- Value and benefits
- Hidden costs, cost avoidance, business impacts
- Risks and potential business failures
- Opportunity Cost Analysis - Business consequences of doing nothing

Budget justification and reliable forecasting

- Comparing costs and benefits – tangible and intangible
- Evaluating and selecting financial appraisal methods
- Forecasting benefits
- Four common financial analysis tools
- Creating a robust cost model
- Cashflow projections

Risk management and sensitivity analysis

- Classification of risks
- Identifying and assessing risks involved
- Balancing opportunities with risks involved
- Creating a risk register
- Determining the areas of greatest risk within your business case
- Impact of time and risk
- Applying the risk assessment matrix

Proposals and presenting the business case

- Developing value propositions that are quantifiable
- Presenting multiple scenarios
- Short term and long term value of a project
- Ensuring measurability of results
- Showcasing positive track records (if any) to reinforce credibility

Presentation skills

- Understanding your own communication style and the ability to assess others' styles
- How to best present data
 - Tailoring financial information to the decisions to be made
 - Choosing your graph/chart and visual style
 - Preparing intelligible displays

REPORTING, PRESENTING AND COMMUNICATING FINANCIAL INFORMATION

AUCKLAND

11 APRIL 2012

WELLINGTON

23 APRIL 2012

INSTRUCTOR:

Bill Butler

"I just switch off when I see numbers."

Non financial managers/decision makers often make these comments when it comes to receiving and interpreting financial information.

While every businessperson knows how vital financial information is in evaluating an organisation's performance and profitability. However, not every business decision maker will have a background in finance. Thus the challenge for finance managers is to incorporate financial terms and figures in their presentation in an easily understandable manner whilst focussing on meeting the information needs of their target audience.



Other courses you may also be interested in:

People Management Skills for Technical Professionals
April 2012

Powerful and Confident Presentation Skills
April & May 2012

Reporting, Presenting and Communicating Financial Information

will focus on providing financial experts with both the presentation delivery and content refinement skills to improve your ability to communicate financial information. But more importantly, you will learn to persuade and influence your audience to respond and make necessary changes to ensure continual growth and high performance for the organisation.

COURSE OUTLINE

Understanding the audience requirements

- Understanding your own communication style and the ability to assess others' styles
- How to present in the wider context of operational performance
- Integrating financial information with performance information
- User groups:
 - Management
 - Shareholders
 - Suppliers
 - Customers
 - Lenders
 - Government
- Which company's statements and information to consider as most relevant to each group

Presenting financial information

- Deciding on your message
 - Informing or persuading?
 - What you want to say and who you need to say it to
 - Tailoring financial information to the decisions to be made
- Choosing your graph/chart and visual style
- Preparing intelligible displays
- Questions to be anticipated

Communicating with presence

- What is presence?
- Increasing awareness of your intellect, body, voice, imagination and emotion
- How to prepare and relax the body, mind and voice for expressive, confident speaking

- Understanding and reaching out to your audience through empathy
- Delivering a compelling message
- Improving your interactive communication skills e.g. awareness, listening, and the ability to feel and express appropriate emotion

Balanced score card

- Using balanced scorecard as a performance measurement model
- Understanding strategic objectives, vision and values of the organisation
- Identifying critical performance measure
- Linking between performance and strategy

Using financial information to identify wider performance issues

- Identifying areas where financial risks can be improved
- Monitoring trends and mitigating risks
- Identifying key financial drivers of the business
- Providing a framework for exercising accountability

Common ratio calculations to report on performance

- Profitability ratios
- Liquidity ratios
- Gearing ratios
- Investors ratios
- Comparing with other ratios and trends

Writing effective reports

- Factors to consider in preparing a report
 - Clarifying purpose of report
 - Target audience/reader
 - Recommendations
 - Deadline
- Using graphs and visuals for analysis and understanding

PRACTICAL BUDGETING AND FORECASTING

Increasingly, organizations are seeing the importance of accurate and efficient budgeting techniques in shaping a more successful and prosperous organization overall. Traditional techniques are still widely used but, for many, they are seen as increasingly out of alignment with today's requirements.

Practical Budgeting & Forecasting is one of our most popular seminars and will teach you how to create a more meaningful budget, and how to use this budget to more effectively make important financial decisions. Throughout this course, participants will identify effective methods for translating your organisation's strategic initiatives into measurable financial targets.

AUCKLAND
18 & 19 APRIL 2012

WELLINGTON
9 & 10 MAY 2012

INSTRUCTOR:
Kevin Lee

Who should attend this seminar?

- Chartered Accountants
- Management Accountants
- Business Accountants
- CFOs
- Finance Directors
- Directors
- Finance Managers
- Financial Controllers
- Commercial Managers
- Strategic Planning/Development Managers
- Financial Analysts
- Business Analysts
- Partners
- Senior Managers

COURSE OUTLINE

An overview of budgeting

- Why do so many managers dislike the traditional budgetary system?
- Exposing the deficiencies of traditional budgeting systems and the accounting limitations of the budgeting process
- The three Ps of budgeting: Purpose, process, people
- Budgets versus forecasts
- Who should prepare: Knowing when to sell, tell, participate or delegate
- Historical versus forecasted
- Incremental versus zero based budgeting

Practical exercise

Techniques for preparing budgets and forecasts

- Accurately identifying unrealistic targets
- Successfully integrating forecasting and budgeting as essential tools for measuring performance
- Incorporating the variables to establish accurate indicators and benchmarks
- Creating an adaptive performance measurement framework

Beyond control: Creating budgets that motivate

- Person and group motivation
- Equating authority with responsibility

- Separability and controllability/influence
- Budget targets: Historical, Ideal, Stretch or Highly Achievable?
- The use of incentives, the importance of using the SMART acronym

Practical exercise

Budgeting and strategy: Strategically linking budgets to management action

- Why should budgets and strategy be more closely linked?
- How does budgeting fit within the overall context of business planning and performance monitoring?
- Aligning your budget with your organisation's business strategy
- Translating your organisation's values into measure and targets

Practical exercise

Budget participation

- Bottom-up versus top-down
- Zero based budgeting
- Influence of strategy
- Environmental uncertainty

Budget evaluation

- What are the major weaknesses of traditional budgeting?
- Influence of strategy
- Loose versus tight control
- ROI and EVA
- JIT and TQM

Practical exercise

Activity based budgeting (ABB) and cost management

- How does activity based budgeting (ABB) and activity based costing (ABC) fit together?
- Overview of the general principles of activity based costing
- What is activity based budgeting and how can it be used to help you manage your costs more effectively than traditional budgeting techniques?
- What are the most effective methods for managing overhead/support costs?

- Analysis of the strengths and weaknesses of each method
- What are the most effective techniques for successful cost management?
- How can cost management be supported by an effective budget system?

Practical exercise

Non-financial budgets

- Identifying and addressing the problems of using budgets as the primary tool for performance measurement
- Is there a wider role for budgets beyond income and costs?
- Understanding and evaluating new creative techniques for performance measurement
- What are the budgetary implications for intangible assets?
- Applying the techniques to your own business
- Management tools for strategic budgeting
- Value based management
- Balanced scorecard
- Quality models

Maximising capital budgeting

- Capital versus operating expenditure
- What are the budgetary implications of capital budgeting?
- Capital investments as strategic investment decisions
- How should you budget for capital/fixed asset investments?
- Common pitfalls of traditional techniques

Practical exercise

Building a rolling forecast process

- How do rolling forecasts work in practice?
- What are the benefits of implementing a rolling forecast process?
- The role of the finance function in driving the rolling forecast process
- Using non-financial measures and activity based budgeting in rolling forecasts
- Cost management in a rolling forecast environment
- Linking strategic planning and rolling forecasts

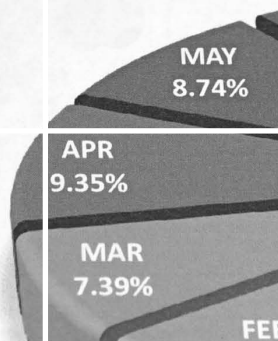
Practical exercise

BUDGETING AND FINANCE FOR MANAGERS

APRIL - MAY 2012



	07-12	07-13
	\$150	\$148
	\$100	\$0
	\$150	\$160
	\$12,605	\$3,000
	\$688	\$2,000
	\$10,020	\$12,000
	\$331	\$0
	\$1,392	\$0
	\$9,346	\$200
	\$8,175	\$1,200
	\$12,403	\$0



INSTRUCTOR PROFILES



Susan Hansen
(B Com, CA, MBA)

Susan Hansen has facilitated many seminars on the practical application of financial tools and techniques to a wide range of audiences.

Born in Ireland and educated in South Africa, Susan spent most of her working life in Britain and the United States. She worked for Ernst and Young from 1980 to 1985 in Cape Town before joining the Salomon Brothers, the Wall Street Investment Bank.

Susan has held a number of high profile positions, including Project Manager of the feasibility study of the America's Cup Infrastructure and Chief Executive of Viaduct Harbour Holdings Ltd. Susan is currently a non-executive Director of Utilico Limited, listed in Bermuda. She facilitates both public courses and in-house courses in New Zealand, Australia, China, South East Asia and Dubai.



Kevin Lee
Director, Business Skills Training
BA (Hons), Pg Dip, MBA, ACMA

Kevin Lee BA (Hons), Pg Dip, MBA, ACMA runs a consultancy for business skills development. Kevin is a qualified chartered management accountant with 16 years experience. His experience in senior finance management positions covers both private and public sector organisations in the UK and New Zealand, including ABB, GEC and the Bank of New Zealand.

Kevin's approach is highly practical, using only the financial theory that people need to know, and then building skills and knowledge through case studies, examples and small group work.

Kevin is a member of the Chartered Institute of Management Accountants, the New Zealand Institute of Management, and the New Zealand Association of Training and Development.



Bill Butler

Bill Butler has a wealth of training experience gained in a variety of organisations and cultures following his entry into the personnel development field. Prior to this he was General Manager of the New Zealand Institute of Chartered Accountants, a major professional body with over 30,000 members.

Bill adopts a consultative and interactive approach to all his training, drawing on the work environment, examples and experience of all participants. He has a strong background in management and with his qualifications in Accounting, Business Management and Psychology, he is able to present to a diverse range of programmes to Senior Management and support staff alike.



BUDGETING AND FINANCE FOR MANAGERS

How to Think Like a CFO

Reporting, Presenting and Communicating Financial Information

Practical Budgeting & Forecasting

Brochure Code: TF012 | TF056 | TF076 A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

First Delegate

First Name (Mr/Ms/Mrs/Miss/Dr) _____

Last Name _____ Position _____

Email _____ Mobile _____

How to Think Like a CFO Select City

Reporting, Presenting and Communicating Financial Information Auckland

Practical Budgeting and Forecasting Wellington

Second Delegate

First Name (Mr/Ms/Mrs/Miss/Dr) _____

Last Name _____ Position _____

Email _____ Mobile _____

How to Think Like a CFO Select City

Reporting, Presenting and Communicating Financial Information Auckland

Practical Budgeting and Forecasting Wellington

Company Details

Company Name _____

Postal Address _____ City _____

Telephone _____ Fax _____

Name of Approving Manager _____

Position _____ Email _____

Booking Contact _____

Position _____ Email _____

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ONLINE: Visit our website: www.brightstar.co.nz

BY PHONE: (09) 912 3616

BY EMAIL: Send to register@brightstar.co.nz including all of the information included on the registration form

BY POST: Return completed registration form together with payment to: Conferenz Ltd, Freepost 83430, PO Box 31 506, Auckland 0741

BY FAX: Fax completed registration form to (09) 912 3617

HOW TO PAY

Payment must be received before the course to guarantee your place. Individual registrations are unable to be shared.

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What happens if I have to cancel?

You have several options:
 Send a substitute delegate in your place
 Confirm your cancellation in writing (letter, fax or email) at least ten working days prior to the event and receive a refund less a \$300+GST service charge per registrant. Regrettably, no refunds can be made for cancellations received after this date.

Delegates are responsible for their own travel/accommodation bookings and no compensation will be made should the conference be rescheduled or cancelled.

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Train the Team and Save

Register any two people on any 1 day courses from your organisation and get a \$250 discount off the combined ticket price or register 3 people on any 1 day courses and save \$500 off the combined price. Register any two people on any 2 day courses from your organisation and get a \$500 discount off the combined ticket price or register 3 people on any 2 day courses and save \$1000 off the combined price. Delegates must be from the same organisation and bookings must be made at the same time. For larger bookings call (09) 912 3610 or email training@brightstar.co.nz to discuss further in-house or group training options.

Course Details	EARLY-BIRD SPECIAL Registrations received / paid before dates below	STANDARD PRICE Registrations received / paid after dates below
How to Think Like a CFO (TF056)	\$1895 plus GST SAVE \$200 5 March 2012	\$2095 plus GST 5 March 2012
Reporting, Presenting & Communicating Financial Information (TF076)	\$1195 plus GST SAVE \$100 22 February 2012	\$1295 plus GST 22 February 2012
Practical Budgeting & Forecasting (TF012)	\$1895 plus GST SAVE \$200 29 February 2012	\$2095 plus GST 29 February 2012