

Financial Skills for Business Success

Target audience

- Managers and top managers
- Anyone managing a cost centre, process or project

Pre-requisites

There are no pre-requisites for this course

Objectives

- Weigh up your contribution to your organisation's growth and profitability
- Develop financial awareness within your organisation
- Use tried and tested management methods, tools and techniques
- Liaise more effectively with your finance department
- Produce reliable forecasts and results

On-the-job benefits

- Learn new financial skills that will boost your performance
- Understand the hows and whys of financial management
- Learn how to accurately forecast results

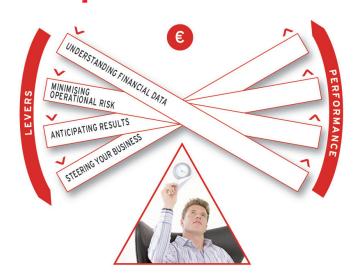
Benefits for the company

- Develop a management team that can deliver sustained financial performance
- Establish a financial culture that balances growth, profitability and risk

Special features of this course

The four levers of financial performance

- 11 Understand financial data
- **21** Minimise operational risk
- 31 Anticipate results
- 41 Steer your business



Sharing financial management best practices with you

Your mission, if you accept it, is to...

Emotional events revolving around the balance sheet and income statement:

- > Get to know the main items on a balance sheet and income statement, and be able to find them in your company's financial documents
- ... This message will self-destruct in five seconds

The budgeting procedure puzzle

Fun role-play in sub-groups:

> Raise awareness that business management spans different time horizons

'Industrial Corporation' and 'Corporate Risk Management'

Pairwork exercises, followed by full-group presentations and debriefing:

> Apply risk-analysis and risk-control methods

Programme



One 30' e-learning module

A logical approach to corporate finance

on the balance sheet and the income statement.

The balance sheet and income statement.

■ Assessing the impact of your decisions

Key concepts of value added.

+ Three-day classroom course +

1 Understanding financial data

- How to read a balance sheet
- Understanding the income statement
- Assessing the impact of your decisions on the balance sheet and the income statement
- Creating value
- Generating income

2_Anticipating results

- Turning strategic objectives into operational targets
- Developing a business plan
- · Preparing a budget

3_ Minimising operational risk

- · Mapping operational risk
- · Understanding risk-management tools
- · Implementing improvement plans

4_ Steering your business

- Maintaining high levels of performance
- Designing and using a financial scorecard
- Constructing rolling forecasts

Four 30' e-learning modules



Constructing and managing a budget

- The forecast for managing a business.
- The budget: an essential step in managing the company.
- $\hfill \square$ The role of the manager in the budget process.
- The budget as a communication tool.
- $\hfill \square$ Performing reforecasts and analysing differences.



Strategic vision and activity management

- Getting your business under control.
- $\hfill \Box$ Objectives for deployment.
- Deploying result-oriented action plans.
- The business plan: figures and comments.



Constructing your living balanced scorecard

- The scorecard as a steering tool.
- Defining indicators relevant to the business.
- Aligning operational scorecards with corporate strategic objectives.
- Organising the use of the scorecard.



Managing operational risks

- Identifying and assessing risks.
- $\ oxdots$ Understanding risk- management tools.
- Using the appropriate risk-management tools.
- Budgeting and monitoring.

Key points

- > Assessments both before and after the course
- > E-learning modules accessible for 1 year
- > Personalised support throughout your course