

**FINANCIAL ACUMEN:
BUDGETING SERIES**

The Budget: Aligning Capital, Company and Customers

Page 1 of 2

COURSE LENGTH

Three 2-Hour Virtual Sessions or
One Full Day In Person

DESCRIPTION

Why do we budget? This course addresses the question in two ways. We start by reviewing the arguments against the budget process in a fast-paced, dynamic world. With this foundation established, the course then lays out a straightforward argument that budgets are useful for aligning a wide range of interests to produce clear actions, such as investor capital deployed through corporate people, resources and processes to meet the company's mission and investors' needs.

Participants learn how all parts of the organization must align effectively and strategically to create an effective budget. It is important for finance professionals to clearly communicate the goals of the budget to other parts of the organization, in addition to responding to their requests or objections. Learn not only the technical aspects of the budgeting process, but also how to communicate clearly with stakeholders and come to a firm understanding about executing the budget with a mindset of continuing improvement.

LEARNING OBJECTIVES

- Understand the need and value of a coherent and pragmatic planning process
- Learn to align the organization to the budget so all stakeholders can validate and strengthen the process
- Walk away with tips for executing communication with other parts of the firm as a key process
- Be informed of the many nontechnical tools available to assist finance staffs in the creation of budgets

AGENDA

- Relevance
 - History of the budget
 - Budgeting challenges and dangers
 - Continuous planning cycle
 - Aligning business and G/L
- Capital Alignment
 - Capital markets and equity
 - Debt
 - Private equity
 - Non-profits
 - Consistent measurement and metrics from capital to customer

Continued on next page



FINANCIAL ACUMEN: BUDGETING SERIES

The Budget: Aligning Capital, Company and Customers

Page 2 of 2

- Strategic alignment
 - Goal of strategic alignment
 - Strategic environment matrix
 - Porter's five forces
 - Industry life cycle
 - Capital deployment
- Operational alignment
 - GL reporting of capabilities
 - Investment decisioning
 - Common calculations
- Execution and implementation
 - Project management process
 - GAAP - Service Delivery - Product
 - Finding your key drivers
 - Budget validation
 - Sensitivity and stress testing
 - Scenario testing
 - Risks and opportunities
- Tools
 - Delivering insight
 - Risk management
 - Setting the risk appetite
 - Zero-based budgeting