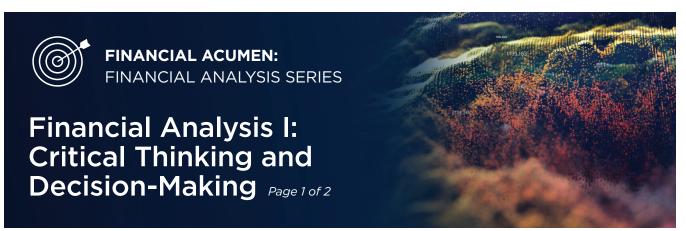# AFP LEARN

Financial Planning & Analysis

FINANCIAL ACUMEN: FINANCIAL ANALYSIS SERIES

— Financial Analysis I: Critical Thinking and Decision-Making

— Financial Analysis II: Insights through Data Analytics

— FP&A's Role in Business Strategy and Decision-Making

FINANCIAL ACUMEN:
FINANCIAL ANALYSIS SERIES

Financial Analysis I: Critical Thinking and Decision-Making *Page 1 of 2*

COURSE LENGTH
Two 2-Hour Virtual Sessions or
One Half-Day In Person

DESCRIPTION
Finance professionals are no longer expected to only present the numbers and statements. Leadership is becoming more dependent on the finance team to provide thoughtful insights and decisions with the information it presents.
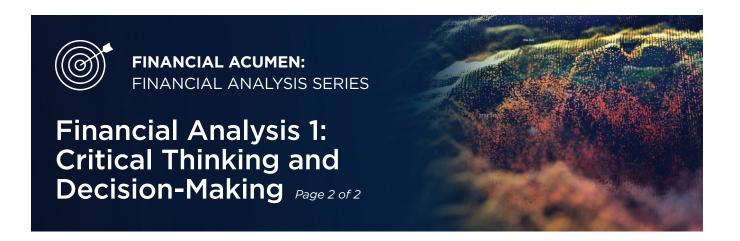
This course focuses on critical thinking skills, financial data analysis and systems thinking to improve value-added decision-making. Participants are introduced to performing value-added financial data analysis with a focus on critically analyzing data versus naive data gathering. Discussions evaluate the different methods utilized in the problem-solving process with an emphasis on situational awareness and continuous evaluation. Participants understand how to identify trends and "stories" in the data that are important for improved decision-making.

LEARNING OBJECTIVES
— Recognize trends within data to determine potential actions and conclusions

— Determine the most effective ways to present conclusions and data analysis to specific audiences

— Learn to professionally present data analysis and prepare reports that clearly communicate key messages

SAMPLE AGENDA
— Module 1: What is Critical Thinking?
  • Critical thinking virtues

— Module 2: Critical Thinking Standards
  • Elements of thought
  • Situational awareness

— Module 3: Systems Analysis
  • What is a system?
  • Systems relationships
  • Systems thinking

— Module 4: Decision Analysis
  • Decision theory

— Module 5: Analyst Report

- Report format

- Submitting memorandum

- Executive summary

— Module 6: Data Analysis

- Define variables

- Fundamental coding principles

- Simple descriptive statistics

- Scatterplots and regression

- Moving averages and rate-of-change

— Module 7: PowerPoint Presentations

- Listeners

- Slide structure

- Fonts and color

- Graphs

— Module 8: Case Study

FINANCIAL ACUMEN:
FINANCIAL ANALYSIS SERIES

Financial Analysis II: Insights through Data Analytics

COURSE LENGTH

Two 2-Hour Virtual Sessions or
One Half-Day In Person

DESCRIPTION

The application of financial analytics is the process by which data is converted into key insights that can inform decision makers, improve performance, and guide business strategy. Financial analytics allow individuals to derive value by answering four key questions: (1) What happened? (2) Why did it happen? (3) What's happening now? and (4) What might happen in the future? As a natural follow-up to the Financial Analysis: Critical Thinking and Decision-Making course, this seminar provides hands-on training using Microsoft Excel to evaluate financial data for value-added decision-making. Participants will gain insight in when and where to use key financial analytics. Participants will also be introduced to elements of data mining by using pivot tables in Excel.

LEARNING OBJECTIVES

— Apply analytics to understand profitability in the context of top-line and bottom-line growth

— Use analytics to perform a bridge analysis of actual and forecasted results

— Evaluate revenue and expense information using descriptive analytics and time series analysis

— Perform sensitivity analysis to assess possible future outcomes of different strategic choices

SAMPLE AGENDA

— What is Business Analytics?
  • Overview of available analytics tools
  • Perspectives for using analytics

— Profitability Analysis
  • Using graphs and charts to present data in Excel
  • Building an analytics score card

— Bridge analysis
  • When should you use bridge analysis?
  • Performing a bridge analysis in Excel

— Data Mining & Pivot Tables
  • Importance of data mining
  • Conducting a pivot table analysis in Excel

— Detailed Revenue & Expense Analysis in Excel
  • Descriptive statistics and moving averages
  • Relationship mapping, correlation and scatterplots
  • Rate of change, conditional, and net margin analysis

— Sensitivity analysis
  • Goal seek in Excel
  • One- and two-way tables in Excel

FINANCIAL ACUMEN:
FINANCIAL ANALYSIS SERIES

FP&A's Role in Business Strategy and Decision-Making *Page 1 of 2*

COURSE LENGTH

Two 2-Hour Virtual Sessions or
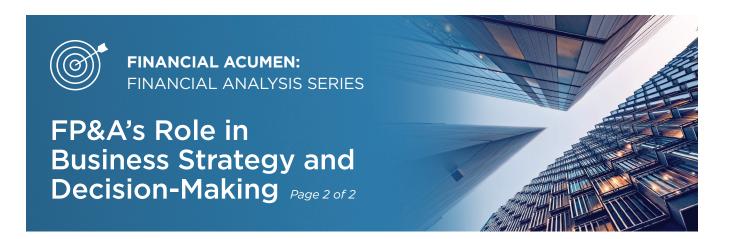One Half-Day In Person

DESCRIPTION

FP&A drives business sustainability and growth. However, in order for a business to grow there must be: (1) a clear identification of the firm's values, (2) an effective governance structure, (3) a consistent process for making decisions, and (4) knowledge of the appropriate key performance indicators (KPIs) central to business success. Participants learn how to help their firms improve in these areas in order to sustain growth, with clear objectives and takeaways. Participants practice a decision-making strategy that focuses and streamlines the strategic thinking process.

LEARNING OBJECTIVES

— Understand the key role FP&A plays in crafting and implementing business strategy

— Understand how inefficient governance structures and poor decision-making prevent business growth

— Learn an effective model for identifying a firm's values and implementing an effective decision-making strategy

— Identify the KPIs essential to business growth

SAMPLE AGENDA

— Overview of Business Strategy
  • Results of ineffective strategy
  • The importance of business strategy
  • Decision-making overview
    – Acquisition decisions
    – Financing decisions
    – Asset management decisions
  • The 3 Ps: Perspective, Process & Profits

— Financial Goal of a Firm
  • Sustainably increase shareholder wealth

— Shareholder Vs. Stakeholder Theory
  • Shareholder theory
  • Streamlined stakeholder theory

— Core Moral Principles
  • Justice & non-injury
  • Fidelity & veracity
  • Reparation & beneficence

— Wealth Maximization Statement
  • Drivers of value creation

— Applying the 4 Cs
  • Customers
  • Configuration of the industry
  • Competition
  • Capabilities

— Profits Drive Sustained Growth
  - Is your business strategy working
  - FP&A business strategy roles

— KPI Dashboard
  - Financial analytics
  - Components of profit cycle
  - Profit-centric growth strategies