



*Training Course:
Financial Analysis, Planning & Controlling
Budgets*

*16 - 27 November 2026
Milan (Italy)*

Training Course: Financial Analysis, Planning & Controlling Budgets

Training Course code: FI2022 From: 16 - 27 November 2026 Venue: Milan (Italy) - Training Course Fees: 9450 € Euro

Introduction:

This seminar brings together important areas of financial management, planning, and control: Financial Analysis, Planning, and Control; Setting & Controlling Budgets. It will help business professionals:

- Plan more effectively for the future
- Use the financial techniques of planning and control
- Improve performance from the use of the tools of financial analysis
- Link planning and budgeting with costing and performance measurement
- Master the skills of budgetary and cost control

Objectives

The seminar provides delegates with the knowledge required to find better answers to questions such as:

- Which specific variables, relationships, and trends are likely to be helpful in analyzing problems?
- How reliable are available financial data, and how are uncertainty and risk likely to impact on the outcomes of decisions?
- In economic and financial analysis what are the implications and relative importance of cash flow as distinct from accounting profit?
- What limitations are inherent in financial data and the key financial statements, and how will these affect the financial analysis?
- How important are qualitative judgments in the context of decision-making?

and to focus on key issues such as:

- Understand strategic planning and budgeting.
- Link finance and operations for budgeting purposes and strategy execution
- Learn how to build a comprehensive performance measurement system
- Learn costing and budgeting terminology used in business

- Understand the importance of a well-defined costing and budgeting process
- Understand cost behavior more accurately
- Be able to perform and interpret variance analysis

Target Audience

- Finance Managers and Financial Controllers
- Management Accountants and Financial Analysts
- Budgeting and Cost Control Specialists
- Senior Managers and Department Heads
- Project Managers and Operations Managers
- Strategy and Corporate Planning Professionals
- Internal Auditors and Performance Management Professionals
- Business Analysts and Decision-Making Professionals
- Non-financial managers involved in budgeting and performance monitoring
- Professionals seeking advanced skills in financial analysis, planning, and control
- Individuals responsible for linking strategy with budgeting and performance measurement

Outlines

Day 1:

The Challenge of Financial Economic Decision-Making

- The practice of financial-economic analysis
- Corporate value and shareholder value
- A dynamic perspective of business Benchmarking your own strategic position/competitor analysis
- The agency problem and corporate governance
- What information and data to use?
- The nature of financial statements
- The context of financial analysis and decision-making

Day 2:

Assessment of Business Performance

- Ratio analysis and business performance
- Management's point of view
- Owners' point of view

- Lenders' point of view
- Ratios as a system - pyramids of ratios
- Integration of financial performance analysis - the Dupont system
- Economic value added EVA
- Predicting financial distress

Day 3:

Projection of Financial Requirements

- Interrelationship of financial projections
- Operating budgets
- Standard costing and variance analysis
- Cash forecasts and cash budgets
- Sensitivity analysis
- Dynamics and growth of the business system
- Operating leverage
- Financial growth plans
- Financial modeling

Day 4:

Analysis of Investment Decisions

- Applying time-adjusted measures
- Net present value NPV and internal rate of return IRR
- Strategic perspective
- EVA and NPV
- Refinements of investment analysis
- Equivalent annual cost EAC
- Modified internal rate of return MIRR

- Sensitivity analysis, scenario analysis, simulation, and NPV break-even
- Dealing with risk and changing circumstances

Day 5:

Valuation and Business Performance

- Managing for shareholder value
- Shareholder value creation in perspective
- Evolution of value-based methodologies
- Creating value in restructuring and combinations
- Financial strategy in acquisitions
- Business valuation
- Business restructuring and reorganizations
- Management buyouts MBOs and management buy-ins MBIs

Setting and Controlling Budgets

Day 6:

Strategic and Financial Planning

- Financial vs. managerial accounting
- Exploring the linkages between strategy, budgeting, costing and performance measurement
- Understanding what strategic planning is and why it is important
- Mission; Vision; Strategy; Goals and Objectives
- The outside environment and the internal context: SWOT and PESTEL analysis
- What is happening in your company
- Looking for the drivers of value creation
- Examples and cases

Day 7:

The Framework for Budgeting

- What is a budget - why create a budget?
- The budgeting framework
- Various types of budgets
- The budgeting process and the human side of budgeting
- Sales forecasting and budgeting schedules
- What is the budgeting process in your company?
- Top-down vs. bottom-up budget; incremental vs. zero-based
- Examples of budgetary schedules

Day 8:

Cost Analysis for Budgeting

- What is costing? Defining costs
- Cost behavior - Fixed and variable
- Breakeven models - The Equation Method
- The contribution margin concept
- Direct and indirect costs
- Traditional vs. Activity Based Costing
- Product vs. period costs
- Case study and examples

Day 9:

Budgeting: case study day - Controlling the budget variances

- What is the situation in your organization?
- Is budgeting organized by department and/or projects?
- Budget variance analysis
- Describe the difference between a static budget and a flexible budget
- Compute flexible-budget variances and sales-volume variances

- Explain why standard costs are often used in variance analysis
- Integrate continuous improvement into variance analysis
- Case study, examples and exercises

Day 10:

Beyond Budgeting: Broadening Performance Measurement Systems

- Advantages and disadvantages of budgeting
- How to improve budgeting in your organization
- What next? Beyond the Budget
- The Balanced Scorecard: linking Strategy to budgeting to Performance Measurement
- Financial perspective, Customer perspective
- Internal Business Process perspective, Learning and growth perspective
- Developing and adapting the scorecard
- Case study illustration

Registration form on the Training Course: Financial Analysis, Planning & Controlling Budgets

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