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ACCOUNTING AND FINANCE | AF-021

# Advanced Budgeting Training

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# Course content

## Why Attend

Advanced budgeting requires organisations to move beyond traditional annual financial planning and adopt more flexible, analytical, and performance-driven approaches to resource allocation. In complex business environments, budgets must account for changing market conditions, cost volatility, operational uncertainty, investment priorities, and evolving organisational strategies.

Conventional budgeting processes frequently rely on historical expenditure, static assumptions, and lengthy departmental negotiations. These approaches can produce unrealistic targets, encourage inefficient resource allocation, and limit management's ability to respond to emerging financial risks and business opportunities. Advanced budgeting techniques address these limitations through driver-based planning, rolling forecasts, scenario modelling, activity-based budgeting, and integrated financial performance analysis.

The Advanced Budgeting Training course equips finance professionals, budget managers, and business leaders with practical techniques for developing sophisticated financial plans, improving forecast reliability, evaluating financial scenarios, and strengthening budgetary decision-making.

Participants explore advanced financial modelling, zero-based budgeting, activity-based budgeting, capital allocation, cash flow forecasting, flexible budgets, variance analysis, sensitivity testing, and performance management. The programme emphasises the use of Excel-based models, analytical tools, and structured management reporting to support accurate, adaptable, and strategically aligned budgeting.

### Professional Problems This Course Is Designed to Solve

• Budgets disconnected from strategic priorities: Integrating financial plans with organisational objectives, operational drivers, investment requirements, and measurable performance outcomes.

• Unreliable financial forecasts: Applying driver-based forecasting, rolling projections, and scenario modelling to improve forecast accuracy and responsiveness.

• Inefficient resource allocation: Using zero-based budgeting, activity-based budgeting, and cost-driver analysis to challenge expenditure assumptions and improve spending decisions.

• Limited flexibility in traditional budgets: Developing flexible budgets and dynamic planning models that adjust to changes in activity levels and business conditions.

• Weak capital and cash flow planning: Integrating investment budgets, working capital requirements, financing needs, and cash flow projections into financial planning.



# Course content

## Why Attend

• Poor interpretation of budget variances: Identifying operational causes of financial deviations and distinguishing controllable performance issues from external changes.

• Time-consuming budgeting processes: Improving planning workflows through financial modelling, automation, data integration, and clearer management accountability.

## Course Methodology

The programme combines instructor-led financial analysis, advanced Excel modelling exercises, budgeting simulations, organisational case studies, forecasting workshops, and practical financial performance assessments.

Participants work with realistic financial and operational datasets to develop driver-based budgets, rolling forecasts, integrated financial models, scenario analyses, and performance dashboards. Exercises focus on applying advanced budgeting techniques to business decisions involving revenue growth, cost optimisation, investment planning, and financial risk.

## Course Objectives

By the end of this course, participants will be able to:

• Evaluate the limitations of traditional budgeting and identify suitable advanced budgeting approaches

• Align financial budgets with strategic objectives and operational performance drivers

• Develop driver-based budgeting and integrated financial planning models

• Apply zero-based and activity-based budgeting techniques to resource allocation

• Construct rolling forecasts and dynamic budget models

• Perform advanced sensitivity analysis and financial scenario modelling

• Integrate operating budgets, capital expenditure, and cash flow forecasts

• Apply flexible budgeting and advanced variance analysis techniques

• Evaluate budgeting assumptions, forecast uncertainty, and financial risks



# Course content

## Course Objectives

- Develop management dashboards and financial performance indicators
- Use Excel to automate and improve complex budgeting models
- Design an advanced budgeting framework that supports continuous financial planning

## Target Audience

This course is suitable for:

- Finance directors and senior finance managers
- Financial controllers and management accountants
- Budget managers and senior budget analysts
- Financial planning and analysis professionals
- Corporate planning and strategy managers
- Business unit and departmental finance managers
- Cost management and performance analysis specialists
- Treasury and capital planning professionals
- Project finance and investment planning managers
- Professionals responsible for advanced financial planning and budgeting systems

## Target Competencies

Participants will develop competencies in:

- Strategic budgeting and financial planning
- Driver-based budgeting
- Zero-based and activity-based budgeting
- Advanced financial forecasting



# Course content

## Target Competencies

• Rolling budgets and rolling forecasts

• Integrated financial modelling

• Scenario and sensitivity analysis

• Advanced budget variance analysis

• Capital and cash flow budgeting

• Financial performance reporting and analytics

## Course outline

### Day 1: Strategic Budgeting and Advanced Financial Planning Frameworks

• Evaluating traditional budgeting limitations and the business case for dynamic, performance-driven financial planning

• Aligning budgeting processes with strategic objectives, operational priorities, financial targets, and organisational performance indicators

• Comparing advanced budgeting approaches, including driver-based budgeting, zero-based budgeting, activity-based budgeting, and beyond budgeting principles

• Identifying financial and operational value drivers that influence revenue, profitability, working capital, and resource requirements

• Developing integrated budgeting governance, planning calendars, responsibility structures, and cross-functional financial assumptions

• Practical workshop: Designing an advanced budgeting framework that connects organisational strategy with financial and operational performance drivers

### Day 2: Driver-Based Budgeting, Cost Modelling and Resource Allocation

• Developing driver-based revenue models using pricing, sales volume, customer demand, productivity, and business activity assumptions



# Course content

## Course outline

• Applying cost-driver analysis to model fixed, variable, semi-variable, and activity-related expenditure

• Implementing zero-based budgeting techniques to evaluate expenditure requirements and justify resource allocation

• Using activity-based budgeting to connect operational activities, resource consumption, and departmental cost requirements

• Evaluating cost optimisation opportunities through scenario comparisons, resource productivity analysis, and expenditure prioritisation

• Excel workshop: Building a driver-based operating budget with revenue assumptions, cost drivers, resource allocation, and profitability projections

### Day 3: Rolling Forecasts, Financial Modelling and Scenario Planning

• Developing rolling forecasts that incorporate actual financial performance, updated business assumptions, and changing operational conditions

• Constructing integrated financial models linking projected income statements, balance sheets, and cash flow statements

• Applying sensitivity analysis to evaluate the effects of pricing changes, demand fluctuations, inflation, labour costs, and operating expenses

• Designing base-case, optimistic, pessimistic, and stress scenarios to assess financial resilience and planning alternatives

• Evaluating forecast accuracy through historical comparisons, assumption reviews, forecast errors, and management adjustments

• Practical workshop: Developing a dynamic Excel forecasting model with multiple scenarios, sensitivity calculations, and updated financial projections

### Day 4: Advanced Budgetary Control, Variance Analysis and Financial Decisions

• Applying flexible budgeting techniques to evaluate financial performance under different operating activity levels

• Calculating and interpreting advanced revenue, material, labour, overhead, and operating cost variances



# Course content

## Course outline

• Distinguishing planning variances from operational variances to identify the underlying causes of financial deviations

• Integrating capital expenditure planning with investment appraisal, funding requirements, and projected cash flows

• Evaluating financial performance through contribution margins, profitability analysis, working capital indicators, and return on investment

• Case study: Investigating significant budget deviations and developing management actions to improve financial performance and resource allocation

**Day 5: Budget Analytics, Automation and Continuous Financial Performance Management**

• Developing financial dashboards and management reports that integrate budgets, actual results, rolling forecasts, and performance indicators

• Applying Excel-based automation, Power Query, and data integration techniques to improve budgeting efficiency and reporting consistency

• Establishing budget performance review processes, forecast update cycles, accountability structures, and financial decision thresholds

• Evaluating budgeting effectiveness through forecast accuracy, planning cycle time, resource utilisation, cost control, and management responsiveness

• Developing a continuous budgeting improvement roadmap covering technology, analytical capabilities, governance, and stakeholder collaboration

• Capstone exercise: Developing and presenting an Advanced Integrated Budgeting Model incorporating driver-based planning, rolling forecasts, scenario analysis, capital allocation, variance reporting, and financial performance dashboards



# Seminar dates

## Available seminar dates

Live dates and pricing for Advanced Budgeting Training generated from the course details page.

| Date | Location | Format | Fee |
|---|---|---|---|
| Dates on request | Venue on request | Classroom | **Contact us** |

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| **Live online option** | Online delivery is available at €1,850.-. |