COURSE BROCHURE

Financial Planning and Analysis

A practical course on the core FP&A activities of driver-based budgeting, rolling forecasts, variance analysis and performance reporting, built around a complete planning model in Excel.

Code	HT-FIN-113
Category	Finance & Accounting
Duration	1 week
Level	Intermediate

Introduction

Senior management expects more from finance than last month's numbers: an explanation of what happened, an estimate of what comes next and a recommendation on what to do. An FP&A team that can tie figures to business drivers moves from producing reports to shaping decisions.

Objectives

- Clarify the role of FP&A and the annual planning calendar
- Prepare a driver-based budget linked to the three financial statements
- Build rolling forecasts and measure their accuracy and bias
- Break variances into price, volume and mix effects and explain their causes
- Produce performance reports and commentary that support management decisions

Who should attend

- Financial planning and analysis analysts
- Budget and management reporting accountants
- Financial controllers and finance managers
- Finance business partners in units and divisions

Skills you will develop

- Driver-based budgeting
- Financial forecasting
- Variance analysis
- Performance reporting and presentation

Learning Outcomes

- Build a budget model in Excel that ties revenue and expenses to their drivers
- Prepare a rolling forecast and update it with the latest month's actuals
- Calculate price, volume and mix variances and show them in a bridge chart
- Write short management commentary that explains causes and proposed actions

Course Outline

Day 1: The FP&A Role and the Planning Cycle

- Where FP&A sits between accounting and strategy and the finance business partner role

- The planning calendar: strategic plan, annual budget and periodic forecasts
- Data structure: chart of accounts, cost centers, reporting dimensions and data sources

Day 2: Building the Budget

- Driver-based budgeting: revenue by volume, price and mix
- Headcount, operating expense and capital expenditure budgets
- Incremental versus zero-based budgeting and linking the budget to the three financial statements

Day 3: Financial Forecasting

- Rolling forecasts and when they are preferable to quarterly reforecasts
- Forecasting methods in Excel: moving average, trend and seasonality
- Measuring forecast accuracy with MAPE, detecting bias with mean error and improving assumptions

Day 4: Variance Analysis and Performance Reporting

- The flexible budget, price, volume and mix variances and the bridge chart
- KPI trees and monthly dashboards
- Writing management commentary: what happened, why, and what action is proposed

Day 5: Scenarios and Decision Support

- Scenario and sensitivity modeling for changes in oil price, exchange rate and demand
- Presenting financial results to non-financial managers and discussing priorities with unit heads
- Workshop in which participants build a driver-based budget and a monthly reporting pack for the case company and present it

Training methodology

A budget and forecast model in Excel that develops over the course
Variance analysis exercises on actual and budget data for the case company
Commentary-writing exercise with peer review
Simulated monthly performance review meeting with management

Certification

Participants receive a Harbor Training Center certificate of attendance on completing the course.

Upcoming dates

City	Dates	Language	Fee
Istanbul	1 – 5 March 2027	AR	EUR 4,800
Dubai	8 – 12 March 2027	EN	EUR 4,500
London	15 – 19 March 2027	AR	EUR 5,700
Amsterdam	22 – 26 March 2027	EN	EUR 5,500
Online	5 – 9 April 2027	AR	EUR 1,800
Istanbul	6 – 10 September 2027	EN	EUR 4,800
Dubai	13 – 17 September 2027	AR	EUR 4,500
London	20 – 24 September 2027	EN	EUR 5,700
Amsterdam	27 September 2027 – 1 October 2027	AR	EUR 5,500
Online	4 – 8 October 2027	EN	EUR 1,800

Fees are per participant.

Contact us

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To register and for details, scan the code or visit:

https://harbor4training.com/en/courses/financial-planning-analysis