

The Business Partner Controller

Full competency development course

WHO SHOULD ATTEND?

Controllers current and future – Finance Mangers – Project Managers

Prerequisites: *this training does not require any prior knowledge.*

OBJECTIVES

- › Master the fundamentals of controlling job
- › Know the main tools in place in companies seeking excellence
- › Adopt the best postures to support change, influence and convince

WHY YOU SHOULD ATTEND?

- › Controlling is at the heart of the company's challenges. This training course enables you to make the most of it and improve business dialogue.

It covers the three dimensions of the role of the Controller: providing reliable data, ensuring compliance, and acting as a business partner.

This comprehensive learning path combines the essential content of our three training modules "Controlling of operations – Driving financial performance" (page 48), "Financial controlling in industry – Best practices for value creation" (page 49) and "Influencing in finance – Asserting yourself as a Business Partner" (page 70).

DETAILED CONTENT

› Financial performance and analysis

- Performance management framework
- Business steering and the logic of action
- Organization by process and ERP

› The forecasting approach

- A budget, a mid-term plan, a reforecast: why?
- Step-by-step construction
 - . Understanding and challenging volume assumptions
 - . Building the forecast profit and loss statement
 - . Elaborating the working capital and cash flow forecasts

› From financial accounting to cost accounting

- Analytical dimensions, crossing dimensions for relevant insights
- P&L analysis: margin squeeze, breakeven, operating lever

› Standard costing

- Why cost matters
- Cost price and inventory valuation
- Introduction to ABC and ABM
- Transfer pricing and intercompany transactions

› Performance review

- A periodic performance review: why?
- Content and expected outcome of management dialog
- Introduction to variance analysis

› The postures of a Controller

- Communication: knowing yourself better to better adapt
- Active listening: the fundamental skill of an internal business partner
- Influence and persuasion: convince, persuade, handle objections
- The Controller as a business partner: conveying a positive image of finance, supporting change and leading continuous improvement

INSTRUCTIONAL APPROACH AND LEARNING ASSESSMENT

■ **Prior to the session:** self-assessment quiz

■ **During the session:** succession of theory, illustrations, and business cases. Real transposition of theory to the business environment of participants. Quiz, documentation, self-assessment questionnaires, role-playing and real-life scenarios also contribute to give a meaningful and operational aspect to the behavioural section. Numerous hands-on applications allow to validate skills acquisition throughout the session.

■ **After the session:** the trainer is available to answer any follow-up questions participants may have.

DURATION: 4 DAYS

DATES*: 05-06-07-08/02/24
01-02-03-04/07/24
19-20-21-22/11/24

PRICE EXCL. VAT: 2 900 €

(*) Delivery method: face-to-face, subject to change according to your requests and/or health conditions.

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