

# Project modeling and simulation

## Business Plan Advanced

### WHO SHOULD ATTEND?

Financial and Accounting Managers – Sales Managers – Program Controllers – Controllers – Project Managers – Bankers, Account Managers – Financial Analysts – Chartered Accountants – External Auditors

**Prerequisites:** having completed the “Building a Business Plan” module on page 34 above. Also, a good command of Excel is required.

### OBJECTIVES

After completing this training, participants will be able to:

- › Drive the financial performance of a project and connect it to operational levers
- › Consider volatility and variability of input data
- › Conduct risk & opportunities analysis, sensitivity studies and make advanced simulations
- › Thus, improve decision-making

### WHY YOU SHOULD ATTEND?

- › This high-level course is based on project-business plan modeling. It covers the economic aspects of project management, taking uncertainty into account, and goes into greater depth on the steering dimension. A business case based on a complex model illustrates the concrete implementation of each approach.

### DETAILED CONTENT

#### › Strategy and cash-curve management

- Why do we make a business plan?
- Project profitability and corporate strategy
- Gathering input data, calculating cash flows & indicators and interpreting results

#### › Risk management and decision-making

- Risk perception: 4 perspectives
- Factoring risk into the discount rate
- Provisions for contingencies in business plan and risk-opportunity analysis
- Scenario building and variance of BP results
- Taking events and decision milestones into account
- Multi-company BP and risk sharing

#### › Origin and reliability of cost estimates

- Cost estimation methods (analogical, parametric, analytical)
- Cost structure approach: economies of scale and profitability
- How costs are allocated to project activities

#### › Data volatility, uncertainty, and variability

- 6 categories of variables affecting projects
- Mode of variability and impact of time
- Quantification and measurement – ways of controlling costs

#### › Impact of planning and delays

- Planning: forward-looking, contextualized and retrospective vision
- Estimate at Completion and cost variance analysis by cause (top down and bottom up)
- Contributions of Earned Value Management (Earned Value, SPI and CPI)

#### › Model based simulation and optimization

- What Excel offers by default: Goal seek and the Solver
- Solver case study (Product Mix)
- Transforming your Excel file into a simulation model using the Table tool (practical illustration)
- Advanced simulation using the Monte Carlo method (3 ways of simulating with 3 cases in Excel)

### INSTRUCTIONAL APPROACH AND LEARNING ASSESSMENT

- **Prior to the session:** self-assessment quiz, documentation
- **During the session:** succession of theoretical developments, illustrations and real case. The training is based on a comprehensive advanced business plan model. The progressive application of inputs into practical cases and the exchanges during the sessions ensure knowledge acquisition.
- **After the session:** keep all Excel models for further practice.  
The trainer is available to answer any follow-up questions participants may have.

**DURATION:** 2 DAYS

**DATES\*:** 13-14/03/24  
13-14/06/24  
03-04/10/24

**PRICE EXCL. VAT:** 2 090 €

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

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