

Controlling of operations

Driving financial performance

WHO SHOULD ATTEND?

Controllers – Financial, Consolidation Accounting
Managers – Accountants – Consolidation Managers

Prerequisites: *this training does not require a particular prerequisite.*

OBJECTIVES

- › Master the essential tools for controlling operations
- › Be able to build a budget and a mid-term plan from profit and loss to cash flow statement
- › Understand how cost price is calculated

WHY YOU SHOULD ATTEND?

- › The role of controlling is to assist in steering companies' economic performance.

This training helps you to identify the fields and levers of your company's performance. It contributes to defining the priority areas on which to act, depending on your company's organization and culture. For each of the topics covered, you will know how to situate your expected contribution and identify the appropriate monitoring tools.

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

INSTRUCTIONAL APPROACH AND LEARNING ASSESSMENT

- **Prior to the session:** self-assessment quiz and video learning
- **During the session:** this training alternates theory, illustrations and business cases. Participants will be able to apply theoretical principles to their own professional situations. Numerous case studies ensure knowledge acquisition as the training progresses.
- **After the session:** the trainer is available to answer any follow-up questions participants may have.

DURATION: 2 DAYS

DATES*: 26-27/02/24
13-14/05/24
12-13/09/24
25-26/11/24

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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