# Operational Finance and Performance Control Training Course

17 – 21 May 2027
Milan

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**Ref:** 1093_180679 **Date:** 17 – 21 May 2027 **Location:** Milan **Fees:** 5700 Euro

## Overview

Operational Finance and Performance Control Training Course is a one-week advanced programme for operations leaders, finance partners, controllers and analysts, who leave with an Operational Finance Control Pack. Participants translate volumes, capacity, yield, mix and service decisions into cost, margin and cash consequences. The course combines driver-based budgets, variance diagnosis, working-capital levers and decision controls. Agile Leaders Training Center develops operational finance and performance-control capability.

## Who Should Attend

- Operations leaders accountable for throughput, capacity, service and financial outcomes
- Finance business partners supporting and challenging operational decisions
- Cost controllers responsible for budgets, variances and corrective actions
- Plant, service and supply-chain teams managing resources, inventory and process economics
- Senior analysts converting operating data into management decisions

The course assumes participants can read basic management reports and operating measures, and it leaves out bookkeeping, statutory reporting, corporate valuation and securities analysis.

## Departments and Industries

The course supports functions and sectors where operating choices directly affect cost, margin, cash and capacity.

- Operations, finance business partnering, management accounting and performance control
- Procurement, supply chain, inventory, maintenance and service delivery
- Manufacturing, energy, construction and logistics
- Retail, hospitality, healthcare and telecommunications
- Technology, professional services, utilities and public organisations

## Learning Objectives

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

- Analyze operational drivers of cost, margin and cash
- Apply cost behaviour and contribution analysis
- Build driver-based operating budgets and forecasts
- Diagnose price, volume, mix and efficiency variances
- Evaluate working-capital and short-run decisions
- Build performance controls and action routines

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## Course Agenda

## Day 1: Operational Economics

- Operations-to-Finance Driver Map
- Fixed, Variable and Step-Cost Profile
- Contribution Margin and Cost-Volume-Profit Model
- Break-Even and Margin-of-Safety Analysis
- Operational Profit and Cash Bridge

## Day 2: Budgets and Forecasts

- Volume, Capacity, Yield and Mix Driver Tree
- Driver-Based Operating Budget Model
- Flexible Budget and Activity Adjustment
- Rolling Forecast and Assumption Register
- Resource Constraint and Scenario Matrix

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## Day 3: Variance and Performance Diagnosis

- Price, Volume and Mix Variance Bridge
- Labour and Process Efficiency Analysis
- Materials, Waste and Yield Variance Analysis
- Service Cost and Capacity Utilisation View
- Root-Cause and Corrective-Action Tracker

## Day 4: Cash and Operational Decisions

- Operating Working-Capital Map
- Cash-Conversion-Cycle Driver Analysis
- Inventory, Receivables and Payables Levers
- Make-or-Buy and Relevant-Cost Model
- Bottleneck, Product-Mix and Trade-Off Matrix

## Day 5: Operational Finance Practice

- Exercise: Build an Operations-to-Finance Driver Map
- Exercise: Flex a Budget for Actual Activity
- Exercise: Diagnose Margin and Efficiency Variances
- Exercise: Compare Cash and Capacity Trade-Offs
- Capstone Exercise: Operational Finance Control Pack

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## Practical Exercises

Suggested activities connect operating evidence with financial diagnosis, decisions and accountable action.

- Suggested activity: classify cost behaviour and calculate contribution, break-even and margin of safety
- Suggested activity: build a driver-based budget and flexible forecast for changing activity
- Suggested activity: trace price, volume, mix, yield and efficiency variances to operational causes
- Suggested activity: compare inventory, sourcing and bottleneck choices through cost and cash effects

## FAQs

### Who suits operational finance training, and what does it assume?

Operations leaders, finance partners, controllers and senior analysts suit the training. It assumes they can read basic management reports and operating measures and are responsible for decisions affecting cost, margin, cash or capacity.

### How does operational finance differ from finance for non-finance managers?

Operational finance concentrates on the economics, drivers, variances, cash cycles and controls behind daily operating choices, while general finance training typically gives broader financial-statement and accounting literacy.

### What is a driver-based operating budget?

A driver-based operating budget links financial outcomes to measurable causes such as volume, capacity, yield, mix, labour time, material use and service demand, allowing assumptions and consequences to be tested explicitly.

### How does variance analysis improve operational performance control?

Variance analysis separates price, volume, mix, spending, yield and efficiency effects, then connects them to accountable operational causes, actions, owners and review dates.

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## Why does working capital belong in operational finance?

Working capital reflects operational choices in inventory, receivables and payables. Managing those drivers changes liquidity, financing needs and service risk even when reported profit is unchanged.

## Conclusion

Participants take back an Operational Finance Control Pack containing driver maps, cost profiles, budget models, forecasts, variance bridges, cash-cycle analysis, decision templates, performance measures and action trackers. The pack creates a shared operating and finance view. It supports faster diagnosis, explicit trade-offs and disciplined follow-through.