# Advanced Budget Analysis and Forecast Control Training Course

24 – 28 May 2027
Milan

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**Ref:** 1094_180753 **Date:** 24 – 28 May 2027 **Location:** Milan **Fees:** 5700 Euro

## Overview

Advanced Budget Analysis and Forecast Control Training Course is a one-week programme for budget analysts, FP&A teams, management accountants and finance partners, who leave with a Budget Analysis and Control Pack. Participants build driver-based models, test assumptions, flex budgets, update forecasts and explain performance gaps. The course turns planning data into governed decisions, corrective actions and management reporting. Agile Leaders Training Center develops advanced budget analysis and forecast-control capability.

## Who Should Attend

- Budget analysts responsible for models, submissions, consolidation and control reports
- FP&A teams managing forecasts, scenarios and performance insight
- Management accountants diagnosing cost, revenue and profit variances
- Finance business partners challenging assumptions and supporting action
- Departmental budget owners accountable for resources and results

The course assumes participants can use spreadsheets and interpret basic management accounts, and it leaves out bookkeeping, statutory reporting, treasury dealing and company valuation.

## Departments and Industries

The course supports functions and sectors that require disciplined resource planning, forecast updates and accountable performance control.

- Financial planning and analysis, management accounting and business partnering
- Operations, procurement, projects, commercial teams and shared services
- 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 budget drivers, assumptions and data quality
- Build operating, cash and capital budget models
- Apply flexible budgets and rolling forecasts
- Compare scenarios and sensitivity results
- Diagnose financial and operational variances
- Build governed reports and corrective-action controls

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## Course Agenda

## Day 1: Planning Architecture and Assumptions

- Strategy-to-Budget Planning Map
- Responsibility Centre and Ownership Matrix
- Revenue, Cost and Resource Driver Tree
- Assumption Register and Evidence Standard
- Budget Data Quality Checklist

## Day 2: Budget Models and Integration

- Driver-Based Operating Budget Model
- Workforce and Operating-Cost Schedule
- Cash Budget and Working-Capital Bridge
- Capital Expenditure and Depreciation Schedule
- Integrated Profit, Cash and Position Model

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## Day 3: Forecasts and Scenarios

- Flexible Budget and Activity Adjustment
- Rolling Forecast and Reforecast Calendar
- Base, Upside, Downside and Stress Scenarios
- Sensitivity Table and Critical-Assumption Map
- Forecast Accuracy and Bias Scorecard

## Day 4: Variance and Performance Control

- Budget-to-Actual Performance Bridge
- Price, Volume and Mix Variance Analysis
- Spending, Efficiency and Yield Variance Analysis
- Root-Cause and Controllability Matrix
- Management Report and Action Tracker

## Day 5: Budget Analysis Practice

- Exercise: Validate Drivers and Assumptions
- Exercise: Build and Integrate Budget Schedules
- Exercise: Flex the Budget and Update the Forecast
- Exercise: Diagnose Variances and Assign Actions
- Capstone Exercise: Budget Analysis and Control Pack

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## Practical Exercises

Suggested activities convert planning assumptions and actual results into governed forecasts, explanations and actions.

- Suggested activity: map strategic goals to budget drivers, owners, evidence and review points
- Suggested activity: integrate operating, workforce, cash and capital schedules in one model
- Suggested activity: compare scenarios, sensitivities and forecast-bias indicators
- Suggested activity: prepare a variance bridge with causes, controllability, actions and owners

## FAQs

### Who suits advanced budget analysis training, and what does it assume?

Budget analysts, FP&A teams, management accountants, finance partners and budget owners suit the training. It assumes they can use spreadsheets and interpret basic management accounts.

### How does budget analysis differ from basic budgeting training?

Advanced budget analysis tests drivers, integrates schedules, flexes activity, updates forecasts, diagnoses causes and governs corrective action, while basic budgeting training usually concentrates on preparing an initial plan.

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

A driver-based model links financial outputs to measurable causes such as volume, price, capacity, workforce, utilisation and timing, making assumptions visible and scenarios easier to update.

### Why are flexible budgets important in variance analysis?

Flexible budgets restate planned revenue and cost for actual activity, separating volume effects from price, spending, efficiency, mix and yield effects before management assigns responsibility.

### How is forecast accuracy controlled without encouraging sandbagging?

Forecast control compares successive forecasts with outcomes, records assumption changes, separates bias from random error and reviews incentives, challenge behaviour and decision usefulness rather than rewarding a single accuracy percentage.

## Conclusion

Participants take back a Budget Analysis and Control Pack containing driver maps, assumption registers, integrated schedules, flexible budgets, rolling forecasts, scenarios, sensitivity tables, accuracy scorecards, variance bridges and action trackers. The pack improves planning transparency and management challenge. It supports faster reforecasting, clearer accountability and evidence-based corrective action.