Advanced Finance Resilience in VUCA Conditions Training Course

6 – 10 September 2027
Milan

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Ref: 1123_182910 **Date:** 6 – 10 September 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Advanced Finance Resilience in VUCA Conditions Training Course is a one-week course for finance leaders, FP&A managers, controllers and treasury professionals, who leave with a Finance Resilience Decision Playbook. Participants connect VUCA finance decisions with early-warning indicators, liquidity planning, rolling cash forecasts, liquidity stress testing and funding response options. The course centers cash runway, scenario-based decision triggers and governed executive communication rather than general risk or crisis management. Agile Leaders Training Center develops finance resilience in VUCA conditions.

Who Should Attend

- Teams responsible for enterprise liquidity and cash visibility
- Teams responsible for financial planning, scenarios and performance outlooks
- Teams responsible for controllership, cost action and financial governance
- Teams responsible for funding capacity, covenants and capital choices
- Teams responsible for finance business partnering and executive decisions

The course assumes participants already analyze cash, performance and funding information at work, and it leaves out introductory accounting, general budgeting and operational crisis command.

Departments and Industries

The course supports departments and industries that must protect liquidity and make financial choices as conditions change.

- Finance, FP&A, treasury and controllership
- Corporate strategy, investment and business partnering
- Banking, insurance and financial services
- Manufacturing, logistics and energy operations
- Technology, telecommunications and professional services

Learning Objectives

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

- Build a finance volatility signal and exposure map
- Analyze cash runway, liquidity buffers and funding headroom
- Apply rolling forecasts across base, downside and severe scenarios
- Evaluate working-capital, cost, funding and capital responses
- Prioritize actions through trigger thresholds and decision rights
- Use executive finance narratives and monitoring cadences

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Course Agenda

Day 1: Finance Signals and Exposure

- VUCA Finance Decision Context Map
- External Driver and Financial Transmission Chain
- Weak-Signal Scanning and Early-Warning Indicator Register
- Revenue, Margin and Cash Exposure Heat Map
- Finance Assumption Challenge Log

Day 2: Liquidity Runway and Buffers

- Direct Cash Flow Forecast Structure
- Rolling Cash Forecast Update Cycle
- Cash Runway and Minimum Buffer Calculation
- Funding Maturity and Refinancing Gap Map
- Covenant Headroom and Contingent Facility Tracker

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Day 3: Scenarios and Stress Tests

- Base, Downside and Severe Scenario Architecture
- Driver-Based Cash Flow Sensitivity Model
- Liquidity Stress Test Inflow and Outflow Matrix
- Reverse Stress Test Breakpoint Method
- Scenario Probability and Consequence Comparison

Day 4: Response Options and Governance

- Working-Capital Lever Prioritization Matrix
- Cost Action Speed and Reversibility Grid
- Funding Source and Capital Response Ladder
- Trigger Threshold and Action Decision Table
- Finance Decision Rights and Escalation Map

Day 5: Finance Resilience Playbook Practice

- Exercise: Diagnose a Volatility Signal Dashboard
- Exercise: Recalculate a Stressed Cash Runway
- Exercise: Select Funding and Cost Responses
- Exercise: Present an Executive Finance Narrative
- Capstone Exercise: Finance Resilience Decision Playbook

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Practical Exercises

The course uses suggested activities to turn financial uncertainty into traceable choices.

- Suggested activity: map how a demand shock affects margin, receivables, cash and funding need in manufacturing
- Suggested activity: compare liquidity runway under delayed collections, higher funding cost and reduced sales
- Suggested activity: rank reversible cost, working-capital and capital responses for a technology business
- Suggested activity: rehearse an executive decision meeting using trigger evidence and stated assumptions

FAQs

Who suits finance resilience in VUCA conditions training, and what does it assume?

Finance leaders, FP&A managers, controllers, treasury professionals and finance business partners suit the training. It assumes regular work with cash, forecasts, funding information and management decisions.

How does VUCA finance resilience differ from general risk management training?

VUCA finance resilience centers liquidity runway, financial scenarios, funding capacity and trigger-based finance responses; general risk management spans broader risk identification, assessment and controls.

What is liquidity stress testing for corporate finance decisions?

Liquidity stress testing compares stressed inflows, outflows, liquid buffers and funding access across defined horizons to reveal potential cash gaps and response needs.

How do early-warning indicators support VUCA finance decisions?

Early-warning indicators connect external signals and operating drivers to financial effects, allowing finance teams to monitor thresholds and prepare actions before cash or covenant pressure intensifies.

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What should a finance resilience decision playbook contain?

A finance resilience decision playbook should contain signals, assumptions, scenarios, cash runway measures, response options, trigger thresholds, decision rights, communication formats and a monitoring cadence.

Conclusion

Participants take back a Finance Resilience Decision Playbook containing signal dashboards, liquidity scenarios, stress tests, response ladders and governance rules. It converts uncertain conditions into monitored financial choices with named triggers and owners. Teams can use it to update cash decisions, escalate emerging pressure and communicate tradeoffs consistently.