



Advanced Startup and SME Financial Reporting and Runway Analysis Course

28 June – 2 July 2027
Tokyo

Advanced Startup and SME Financial Reporting and Runway Analysis Course

Ref: 1130_183425 **Date:** 28 June – 2 July 2027 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Advanced Startup and SME Financial Reporting and Runway Analysis Course is a one-week course for startup founders, SME owners, finance managers, accountants and advisors who leave with a governed management reporting pack and runway decision model. Participants connect a lean chart of accounts and close calendar with the income statement, balance sheet, cash-flow statement, working capital and data-quality checks. They then interpret gross margin, unit economics, cash burn, runway, liquidity, debt capacity and scenarios for management, board and investor decisions. Agile Leaders Training Center develops practical startup and SME financial reporting and runway analysis capability.

Who Should Attend

- Startup founders responsible for cash runway and financing decisions
- SME owners responsible for profitability, liquidity and growth choices
- Finance managers responsible for monthly close and management reporting
- Accountants responsible for reliable statements and reporting schedules
- Advisors who prepare board, lender or investor financial information

The course assumes participants understand basic accounting entries and financial statements. It excludes introductory bookkeeping, fundraising negotiation and full technical coverage of accounting standards.

Departments and Industries

The course supports growth-stage and owner-managed organizations that need reliable reporting and cash visibility.



- Technology startups and digital businesses
- Small and medium-sized trading, manufacturing and service enterprises
- Professional services, healthcare and creative businesses
- Family businesses and founder-led companies
- Incubators, accelerators, lenders and advisory firms

Learning Objectives

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

- Build a lean close and reporting architecture for a startup or SME
- Reconcile the income statement, balance sheet and cash-flow statement
- Analyze margins, working capital, liquidity and debt capacity
- Calculate unit economics, cash burn and runway using controlled definitions
- Test growth, funding and cost scenarios against cash needs
- Produce a governed management, board and investor reporting pack



Course Agenda

Day 1: Reporting Foundation and Close Readiness

- Lean Chart of Accounts and Reporting Dimensions
- Monthly Close Calendar and Responsibility Map
- Source Data and Reconciliation Checklist
- Accrual, Estimate and Cut-Off Review
- Reporting Quality and Issue Log

Day 2: Financial Statements and Working Capital

- Income Statement and Gross Margin Bridge
- Balance Sheet and Funding Structure Review
- Cash-Flow Statement Reconciliation
- Receivables, Inventory and Payables Analysis
- Working-Capital and Liquidity Dashboard



Day 3: Unit Economics, Burn and Runway

- Startup and SME Unit-Economics Map
- Contribution Margin and Customer Economics
- Gross and Net Cash Burn Calculation
- Cash Runway and Minimum Liquidity Test
- Metric Definition and Data-Lineage Register

Day 4: Scenarios, Debt and Decision Reporting

- Growth, Margin and Cost Scenario Model
- Funding Requirement and Capital Expenditure Plan
- Debt Capacity and Covenant Awareness
- Going-Concern and Liquidity Risk Indicators
- Board and Investor Commentary Structure

Day 5: Startup and SME Reporting Practice

- Exercise: Diagnose a Close and Reconciliation Gap
- Exercise: Build a Working-Capital Dashboard
- Exercise: Calculate Burn and Runway
- Exercise: Test Growth and Funding Scenarios
- Capstone Exercise: Governed Management Reporting Pack and Runway Decision Model



Practical Exercises

The course uses suggested activities to connect reliable reporting with owner and investor decisions.

- Suggested activity: reconcile profit, working capital and cash movements for a growing SME
- Suggested activity: standardize competing definitions of gross margin and cash burn
- Suggested activity: test how hiring, pricing and collection changes affect runway
- Suggested activity: challenge a management pack for evidence, clarity and decision relevance

FAQs

Who suits startup and SME financial reporting and runway analysis training?

Founders, SME owners, finance managers, accountants and advisors suit the training. Participants should already understand basic accounting and the three principal financial statements.

How does SME management reporting differ from statutory reporting?

Statutory reporting follows the applicable accounting and filing framework. Management reporting adds timely operational detail, forecasts, unit economics, cash runway, scenarios and actions for internal decisions.

How are cash burn and runway calculated?

Cash burn measures the net reduction in available cash over a defined period using an agreed scope. Runway divides available usable cash by a representative forward burn rate, then tests the result against scenarios and committed obligations.

What should an SME liquidity review include?

It should include cash and equivalents, working-capital aging, expected receipts and payments, debt service, facilities, capital expenditure, covenant awareness, scenario headroom and accountable actions.

What belongs in a governed management reporting pack?

The pack contains reconciled statements, definitions, margin and unit-economics analysis, working capital, cash burn, runway, liquidity, debt indicators, scenarios, commentary, decisions, owners and a reporting calendar.



Conclusion

Participants take back a governed management reporting pack and runway decision model containing reconciled statements, margins, unit economics, working capital, burn, runway, liquidity and scenarios. It converts accounting records into consistent evidence for growth, funding and cost decisions. Teams can use it to improve reporting discipline, anticipate cash pressure and communicate financial performance to boards, lenders and investors.