

ADVANCED BUDGETING & FORECASTING



GENTEX[®]
TRAINING CENTER



Introduction

Advanced Budgeting & Forecasting Training Course develops professionals who can plan the future of a business with numbers people trust. Participants work through modern budgeting methods, driver-based modelling, forecast accuracy, and scenario planning as one connected planning discipline. The programme moves beyond annual budgeting into continuous planning that responds to change. As a result, learners gain a method for building forecasts that hold up when conditions shift. Furthermore, the course strengthens commercial judgement, analytical rigour, and the planning governance that keeps targets realistic and useful.

Advanced Budgeting & Forecasting Course Objectives

- Explain the budget cycle and its link to strategy and targets.
- Choose between incremental, zero-based, rolling, and activity-based budgeting.
- Build driver-based budgets using identified cost and revenue drivers.
- Forecast revenue using quantitative and qualitative methods.
- Prepare cash flow forecasts and manage working capital planning.
- Measure forecast accuracy and reduce forecast bias.
- Apply rolling forecasts and continuous planning practice.
- Build scenario and sensitivity models for planning under uncertainty.
- Appraise capital investments using payback, NPV, and IRR.
- Run a disciplined budget review with re-forecasting and corrective action.

Course Methodology

- Interactive sessions built on planning and forecasting cases.
- Workshops on budget method selection, driver modelling, and scenario design.
- Group exercises on forecast accuracy and bias reduction.

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- Hands-on practice with driver-based budgets, cash forecasts, and CVP models.
- Simulation of a budget review, a forecast revision, and a scenario response.
- Facilitator coaching and peer review on personal planning frameworks.

Who Should Take This Course

- Finance managers, analysts, and management accountants.
- Budget officers and planning specialists.
- Department heads accountable for plans and targets.
- Business partners supporting planning decisions.
- Treasury and cash planning professionals.
- Consultants advising on budgeting and forecasting improvement.

Advanced Budgeting & Forecasting Course Outlines

Day 1: Budgeting Frameworks and Modern Planning Practice

- The budget cycle, calendar, and governance.
- Incremental, zero-based, rolling, and activity-based budgeting.
- Beyond budgeting principles and continuous planning.
- Budget ownership, approval routes, and target setting.
- Behavioural traps: padding, sandbagging, and gaming.
- Aligning budgets with strategy and the Balanced Scorecard.
- Case discussion: an annual budget obsolete before year end.





Day 2: Driver-Based Budgeting and Cost Planning

- Identifying cost drivers and revenue drivers.
- Driver-based budgeting versus line-item budgeting.
- Activity-based budgeting (ABB) in practice.
- Cost behaviour and capacity planning for the budget.
- Overhead allocation and cost recovery planning.
- Linking budget to headcount, capacity, and capital plans.
- Workshop: building a driver-based budget for a business unit.

Day 3: Forecasting Methods and Revenue Modelling

- Quantitative methods: trend, moving average, and regression basics.
- Qualitative methods: expert judgement and Delphi technique.
- Revenue forecasting and sales pipeline modelling.
- Seasonality, cycles, and trend decomposition basics.
- Forecast accuracy metrics such as MAPE and forecast bias.
- Reducing bias and over-optimism in forecasts.
- Exercise: forecasting revenue with two methods and comparing results.

Day 4: Cash Forecasting, Scenarios, and Capital Planning

- Cash flow forecasting and the cash conversion cycle.
- Working capital planning: receivables, payables, and inventory.
- Rolling forecasts and re-forecast routines.
- Scenario and sensitivity analysis for planning.

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- Capital budgeting: payback, NPV, IRR, and profitability index.
- Risk and uncertainty in forecast assumptions.
- Simulation: revising a forecast after a demand shock.

Day 5: Budget Review, Control, and Planning Governance

- Preparing a budget versus actual review pack.
- Variance analysis and root cause investigation.
- Re-forecasting and corrective action routines.
- Balancing stretch targets with realistic assumptions.
- Reporting plans and forecasts to executives clearly.
- Building a planning capability and calendar discipline.
- Capstone: presenting an advanced budgeting and forecasting plan.

Conclusion

By successfully completing Advanced Budgeting & Forecasting, participants will gain a practical command of budget method selection, driver-based modelling, forecast accuracy, and scenario planning. They will acquire skills in revenue and cash forecasting, capital appraisal, and planning governance that improve the reliability of business plans. Gentex Training Center designs the programme to help professionals plan with numbers people trust.

FAQs





Q1 What is the "Advanced Budgeting & Forecasting" course about?

It develops professionals who can plan the future of a business with numbers people trust. The course spans budgeting frameworks and modern planning practice, driver-based budgeting and cost planning, forecasting methods and revenue modelling, cash forecasting, scenarios and capital planning, and budget review and planning governance.

Q2 What are the key benefits of the "Advanced Budgeting & Forecasting" course?

You gain a method for building forecasts that hold up when conditions shift. The course improves budget method choice, makes forecasts more accurate and less biased, strengthens cash and scenario planning, and gives you review routines that keep plans realistic and acted upon.

Q3 What skills will I gain from the "Advanced Budgeting & Forecasting" course?

You will develop four core skills: budget framework selection and design, driver-based budgeting and cost planning, forecasting methods with accuracy and bias control, and cash, scenario, and capital planning with review governance.



Q4 What tools, methods, or standards are covered in the "Advanced Budgeting & Forecasting" course?

The course covers incremental, zero-based, rolling, and activity-based budgeting, beyond budgeting principles, the Balanced Scorecard, cost and revenue driver identification, driver-based budgeting, overhead allocation planning, quantitative forecasting methods (trend, moving average, regression basics), qualitative methods (expert judgement and Delphi technique), seasonality and trend decomposition, forecast accuracy metrics such as MAPE and forecast bias measurement, cash flow forecasting and the cash conversion cycle, working capital planning, rolling forecasts and re-forecast routines, scenario and sensitivity analysis, and capital budgeting with payback, NPV, IRR, and profitability index.

Q5 How is the "Advanced Budgeting & Forecasting" course applied in real-world practice?

Participants apply it to real work such as building a driver-based budget, forecasting revenue with two competing methods, revising a forecast after a demand shock, appraising a capital investment, and presenting a budget versus actual pack to executives. The same methods support rolling forecast routines and working capital planning.