



ACCOUNTING AND FINANCE

Advanced Budgeting Training

Course code: AF-021

SPARK TRAINING

Professional training courses for leaders, specialists, and organizations seeking practical capability development.

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— Workshop Overview

Advanced budgeting requires organisations to move beyond traditional annual financial planning and adopt more flexible, analytical, and performance-driven approaches to resource allocation. In complex business environments, budgets must account for changing market conditions, cost volatility, operational uncertainty, investment priorities, and evolving organisational strategies. Conventional budgeting processes frequently rely on historical expenditure, static assumptions, and lengthy departmental negotiations. These approaches can produce unrealistic targets, encourage inefficient resource allocation, and limit management's ability to respond to emerging financial risks and business opportunities. Advanced budgeting techniques address these limitations through driver-based planning, rolling forecasts, scenario modelling, activity-based budgeting, and integrated financial performance analysis. The Advanced Budgeting Training course equips finance professionals, budget managers, and business leaders with practical techniques for developing sophisticated financial plans, improving forecast reliability, evaluating financial scenarios, and strengthening budgetary decision-making. Participants explore advanced financial modelling, zero-based budgeting, activity-based budgeting, capital allocation, cash flow forecasting, flexible budgets, variance analysis, sensitivity testing, and performance management. The programme emphasises the use of Excel-based models, analytical tools, and structured management reporting to support accurate, adaptable, and strategically aligned budgeting.

Why Attend

The programme combines instructor-led financial analysis, advanced Excel modelling exercises, budgeting simulations, organisational case studies, forecasting workshops, and practical financial performance assessments. Participants work with realistic financial and operational datasets to develop driver-based budgets, rolling

Who Should Attend

Finance directors and senior finance managers
Financial controllers and management accountants
Budget managers and senior budget analysts
Financial planning and analysis professionals
Corporate planning and strategy managers
Business unit and departmental finance managers
Cost management and performance analysis specialists

— Learning Objectives

- Evaluate the limitations of traditional budgeting and identify suitable advanced budgeting approaches
- Align financial budgets with strategic objectives and operational performance drivers
- Develop driver-based budgeting and integrated financial planning models
- Apply zero-based and activity-based budgeting techniques to resource allocation
- Construct rolling forecasts and dynamic budget models

- Perform advanced sensitivity analysis and financial scenario modelling
- Integrate operating budgets, capital expenditure, and cash flow forecasts
- Apply flexible budgeting and advanced variance analysis techniques
- Evaluate budgeting assumptions, forecast uncertainty, and financial risks
- Develop management dashboards and financial performance indicators
- Use Excel to automate and improve complex budgeting models
- Design an advanced budgeting framework that supports continuous financial planning

Course Outline

**DAY
1**

Strategic Budgeting and Advanced Financial Planning Frameworks

- Evaluating traditional budgeting limitations and the business case for dynamic, performance-driven financial planning
- Aligning budgeting processes with strategic objectives, operational priorities, financial targets, and organisational performance indicators
- Comparing advanced budgeting approaches, including driver-based budgeting, zero-based budgeting, activity-based budgeting, and beyond budgeting principles
- Identifying financial and operational value drivers that influence revenue, profitability, working capital, and resource requirements
- Developing integrated budgeting governance, planning calendars, responsibility structures, and cross-functional financial assumptions
- Practical workshop: Designing an advanced budgeting framework that connects organisational strategy with financial and operational performance drivers

**DAY
2**

Driver-Based Budgeting, Cost Modelling and Resource Allocation

- Developing driver-based revenue models using pricing, sales volume, customer demand, productivity, and business activity assumptions
- Applying cost-driver analysis to model fixed, variable, semi-variable, and activity-related expenditure
- Implementing zero-based budgeting techniques to evaluate expenditure requirements and justify resource allocation
- Using activity-based budgeting to connect operational activities, resource consumption, and departmental cost requirements
- Evaluating cost optimisation opportunities through scenario comparisons, resource productivity analysis, and expenditure prioritisation
- Excel workshop: Building a driver-based operating budget with revenue assumptions, cost drivers, resource allocation, and profitability projections

**DAY
3**

Rolling Forecasts, Financial Modelling and Scenario Planning

- Developing rolling forecasts that incorporate actual financial performance, updated business assumptions, and changing operational conditions
- Constructing integrated financial models linking projected income statements, balance sheets, and cash flow statements
- Applying sensitivity analysis to evaluate the effects of pricing changes, demand fluctuations, inflation, labour costs, and operating expenses
- Designing base-case, optimistic, pessimistic, and stress scenarios to assess financial resilience and planning alternatives

- Evaluating forecast accuracy through historical comparisons, assumption reviews, forecast errors, and management adjustments
- Practical workshop: Developing a dynamic Excel forecasting model with multiple scenarios, sensitivity calculations, and updated financial projections

DAY
4

Advanced Budgetary Control, Variance Analysis and Financial Decisions

- Applying flexible budgeting techniques to evaluate financial performance under different operating activity levels
- Calculating and interpreting advanced revenue, material, labour, overhead, and operating cost variances

- Distinguishing planning variances from operational variances to identify the underlying causes of financial deviations
- Integrating capital expenditure planning with investment appraisal, funding requirements, and projected cash flows
- Evaluating financial performance through contribution margins, profitability analysis, working capital indicators, and return on investment
- Case study: Investigating significant budget deviations and developing management actions to improve financial performance and resource allocation

DAY
5

Budget Analytics, Automation and Continuous Financial Performance Management

- Developing financial dashboards and management reports that integrate budgets, actual results, rolling forecasts, and performance indicators
- Applying Excel-based automation, Power Query, and data integration techniques to improve budgeting efficiency and reporting consistency
- Establishing budget performance review processes, forecast update cycles, accountability structures, and financial decision thresholds
- Evaluating budgeting effectiveness through forecast accuracy, planning cycle time, resource utilisation, cost control, and management responsiveness
- Developing a continuous budgeting improvement roadmap covering technology, analytical capabilities, governance, and stakeholder collaboration
- Capstone exercise: Developing and presenting an Advanced Integrated Budgeting Model incorporating driver-based planning, rolling forecasts, scenario analysis, capital allocation, variance reporting, and financial performance dashboards

— Upcoming Classroom Dates

Schedule available on request. Contact SPARK Training for current dates, locations, and fees.

— Certificate and Registration

Participants who attend and complete the full programme receive a SPARK Training Certificate of Completion. For registration, in-house delivery, or availability questions, contact info@sparktraining.eu or +31 85 115 0004.