

### Delivery Method

Group Live or  
Group Internet Based  
Duration: One full (1.0) day

### Program Description

The business world is changing and so are the qualifications of new financial analysts. The formal education analysts receive before entering the workforce is the best it has ever been, yet there are still major gaps that exist when embarking upon that first job in finance. Ask experienced FP&A professionals where their practical learning occurred, and many will acknowledge it wasn't in school—it was on the job and from training. This interactive program serves as a first step in on-the-job training for new analysts.

### Learning Objectives

Attendees will learn:

- Key areas of professional development in finance, data systems and communication
- Skills immediately applicable to the new position and how to ensure alignment with organizational goals
- How to build a successful, fulfilling career

### Prerequisites

Participants should possess intermediate financial acumen and a general understanding of Microsoft Excel and general business concepts.

### Advance Preparation

Access to a laptop with Microsoft Office 2013 or later and program files provided.

## FP&A for New Analysts

### Key Modules:

- Tips for starting out in a new FP&A role
- Managerial accounting
- The technical tools
- Building financial projections
- Valuing new projects
- Risk management

**Who should attend this program:** New FP&A analysts, aspiring FP&A professionals

**Program Level:** Basic, Intermediate

**CPE Credits:** 8.0 Total (5.0 Finance, 2.0 Accounting, 2.0 Communications & Marketing)



## FP&A for New Analysts

### Detailed Curriculum:

#### Tips for Starting Out in a New FP&A Role

- What is FP&A and why is it so important to high-performing organizations
- What is the difference between an FP&A professional, a CFO and Controller
- How is FP&A different than other finance and accounting roles
- What does an FP&A maturity model look like in structure and function
- Congruence of FP&A with financial planning, specialized focus, decision support & controls, and management reporting
- Starting out in a new FP&A role and focusing on building trust, offering insight, collaborating with business partners, and aligning with business strategy
- What technical and life skills are necessary for success in FP&A
- What does professionalism look like in FP&A
- Personal branding and networking to successfully advance in FP&A

#### Managerial Accounting

- Identifying and controlling fixed costs
- Identifying and managing resource constraints
- Restructuring compensation agreements

#### The Technical Tools

- Effectively utilizing enterprise resource planning (ERP) and enterprise planning management (EPM) platforms
- Effectively utilizing data visualization, business intelligence, and other platforms
- Best practices in financial modeling – considering the end-user, building a model schema, structuring models, using appropriate font color schemes, avoiding hard-coded formulas, minimizing complexity, avoiding hiding active formulas, eliminating model disorientation and distraction, conducting sanity checks, appropriately connecting to external data sources, minimizing links.
- Key Excel functions to know ▲



## FP&A for New Analysts

### Building Financial Projections

- Past, present and future considerations.
- Top-down versus bottoms-up projection approaches
- Understanding key drivers in financial projections
- Building projection scenarios and probabilities
- Improving projection accuracy

### Valuing New Projects

- How is value measured in terms of revenue, cost and time-savings, efficiency, profitability, and cash
- Calculating and using the cost-of-capital for project valuation
- Using various methods of return on investment (ROI) – NPV, IRR, payback, break-even, ROIC, strategic alignment – for evaluating project decisions

### Risk Management

- Designing a project risk management paradigm and synthesis process
- Conducting risk management in an IT implementation setting
- Using probabilistic modeling to calculate risk
- Identifying prevention and remedy activities to effectively manage project risk
- Implementing prevention and remedy activities and milestone triggers

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