

Delivery Method

Group Live or
Group Internet Based
Duration: Three (3.0) Days

Program Description

Many junior-to-mid-level advisors join professional services firms from other organizations not focused on turnaround, restructuring and transactions. This leads to a steep learning curve, inconsistent practices and inefficiency for the firm and clients alike. This program addresses the immediate and ongoing technical responsibilities commonly required by crisis management professionals.

Learning Objectives

Attendees will learn:

- How to reduce their learning curve, inefficient time and errors on client engagements
- To improve their workflow and deliverables, thus reducing the effort and time spent by senior-level professionals devoted to training and re-work
- Skills and mindset necessary to feel more confident in their work, career, and client delivery
- To achieve better utilization by reducing or eliminating modeling and analysis inefficiencies, wasted labor, and re-work

Prerequisites

Participants should possess a general understanding of basic financial and business concepts prior to attending the program

Advance Preparation

None

Financial Statement Modeling and Forecasting for Performing and Underperforming Companies

Key Modules:

- Initiating and managing document requests
- Examining and evaluating data sets
- Introduction to 3-statement financial modeling and forecasting
- Building the 3-statement model
- Completing the 3-statement model
- Effecting organizational revitalization, corporate renewal and change

Who should attend this program: Turnaround and restructuring professionals, CFOs, workout professionals, Directors of Finance, investment bankers, investment professionals, FP&A practitioners

Program Level: Intermediate, Advanced

CPE Credits: 24.0 Total (16.0 Finance, 8.0 Accounting)



Financial Statement Modeling and Forecasting for Performing and Underperforming Companies

Detailed Curriculum:

Initiating and Managing Document Requests

- Understanding the nature of the engagement and underlying issues
- Determining the work product required
- Interviewing clients and managing document requests
- Documents pertaining to organizational structure, business activities, legal and human resources, loan information and documentation, financial information, process documentation, and others
- Information corresponding to analysis and modeling needs

Introduction to 3-Statement Financial Modeling and Forecasting

- Determining what skills are needed for the business case
- Understanding the basic functionality and relationships between the financial statements
- Explanation of the supporting accounting transactions for the cash flow statement
- Building assumptions and generalizations about the layout of the models
- Review of basic-to-advanced Excel functions to be used in integrated statement modeling
- Introduction to the building process of the integrated statement model
- Illustrations of how transactions map to journal entries, general ledger, trial balance and financial statements ▲



Financial Statement Modeling and Forecasting for Performing and Underperforming Companies

Building the 3-Statement Financial Model

- Importing historical information
- Building baseline forecasts with roll-forwards and streamlined assumptions
- Forecasting assumptions and key drivers for major line items
- Developing revenue and expense forecasts with top-down and bottoms-up approaches
- Analyze fixed vs. variable and mixed costs in the build-up of the expense budget
- Building balance sheet roll-forwards for key balance sheet accounts (receivables, payables, inventory, others) and use historical relationships to help project working capital and other balance sheet items
- Building out all non-debt and non-working capital accounts on the balance sheet
- Modeling short-term and long-term debt and associated borrowing costs
- Rolling forward retained earnings and core equity items
- Modeling the revolver or other plug figures
- Using the balance sheet roll-forward, project the balance sheet and build the indirect cash flow and direct cash flow statements

Completing the 3-Statement Financial Model

- Importing historical information
- Connecting the financial statements with plugs and ensuring its integrity
- Building “checks” into the model to ensure the change in cash in both the indirect cash flow and direct cash flow match the change in cash on the balance sheet
- Performing quality review, assessing model mechanics and accounting/operating assumptions
- Understanding the limitations of the model
- Considering possible scenarios and sensitivities
- Rolling the model forward for future periods and updating information seamlessly
- Updating the model for actual results
- Discussing the integration of 3-statement financial model with 13-week cash flow and borrowing base
- Creating “presentation tabs” to facilitate sharing the model with other professionals and stakeholders

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