KUALA LUMPUR
18, 19 & 20 January 2027

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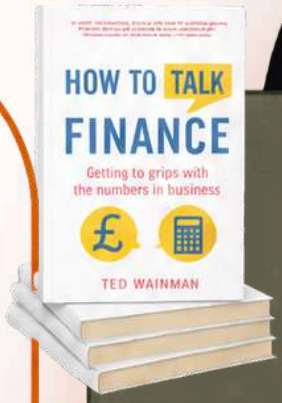
*T&C'S APPLY

AI-POWERED BUDGETING & FORECASTING

for non finance managers

Utilizing AI for Smarter Planning & Sharper Forecasts

Amazon 4.7



"Experienced trainer. Explained well to non-finance personnel."
Ezni Husni, Chief Operating Officer, CIMA

"Very experienced and knowledgeable trainer - always provides guidance, advice and answers questions fully. He makes the seminar lively and fun."
Tan Wei Chun, GM IT, Westports Malaysia

"He is very knowledgeable - breaks down complicated terminology into layman terms. Very professional."
Victor Khong, Manager, Strategy, AirAsia Next

"Very knowledgeable and fun. Ted teaches passionately and is easy to understand."
Mundun Anak Undau, Senior Accountant, Sarawak Water

"Ted is amazing! The course content is the event's main strength. Kexxel Group is excellent!"
Nik Nadiah, Asset Manager, Petra Energy Development

"Ted has vast international experience in financial industries."
Nor Azuan Nizam, TNB Global Business Solutions

"Ted simplified complex theory effortlessly - Elite trainer."
Syarir Zakwan, AVP Group Corporate Advisory, VentureTECH

"Ted is a very experienced and knowledgeable trainer. His deliveries were easy to understand. Event arrangements were great!"
Mohd Firdaus Bin Ismail, COO, Central Cables Berhad

Ted Wainman

Ted Wainman

- PUBLISHED AUTHOR | YOUTUBER
- INVESTMENT MANAGEMENT (MBA)
- ERNST & YOUNG (ACA) | JPMORGAN

>20 years | **>400** clients | **>40** countries

Watch Ted in Action!

SpaceX Financial Analysis: June 2026

TESLA - Financial Analysis: Is the company really worth the share price?

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Day 1: Strategic Budgeting & Resource Allocation

Align budgets with business strategy, challenge assumptions and make informed resource allocation decisions.

1 Why Plan? Strategy, Business Plan & Budgets

- The cost of *not* planning.
- Budgets, forecasts and targets.
- Budgeting as part of the business plan.
- Linking the budget to strategy: turning priorities into resources.
- What the board and senior management want to see in your budget.

AI in Practice:
Using AI to summarise your organisation's strategy and list the budget assumptions it implies.

2 Budget Fundamentals

- Revenue, costs, margins and cash.
- Fixed vs variable; direct vs indirect costs – what they mean for decisions.
- Contribution and break-even.
- Opex vs Capex.
- How the income statement, balance sheet and cash flow interact – and why a budget that shows a profit can still run out of cash.

Case Study:
Tracing budget decisions through the published accounts of a well-known listed company.

3 Leading the Budgeting Process

- The budget cycle.
- Top-down vs bottom-up, and how to reconcile the two.
- Incremental vs zero-based budgeting.
- Identifying & modelling the key drivers: volume, price, headcount and productivity.
- Structuring & compiling the budget – avoiding pitfalls.
- Setting guidelines and assumptions for your team.

AI in Practice:
Ask AI for the drivers of a cost line, then compare its list with your own.

4 Challenging the Budget & Allocating Resources

- Reviewing the budgets your team submits.
- The behaviour behind the numbers – padding, sandbagging, optimism bias and "use it or lose it".
- Questions that test a budget: a challenge checklist for budget approvers.
- Allocating resources between competing bids & priorities.
- Judging an investment proposal
- **Exercise: Sit as an approval panel to challenge a set of real budget bids.**

AI in Practice:
Use AI as a second reviewer to find the weakest assumptions in a budget submission.

COURSE OVERVIEW

The course is designed for professionals with some prior budgeting experience – it moves quickly past the basics and **concentrates on the judgement, challenge and leadership strategies that senior roles demand.**

The course starts with how budgets can turn strategy into numbers, with a brief refresher on the financial building blocks that every budget rests on. Then, participants work through driver-based budgeting and analyse the budgeting process from a senior manager's side of the table – from setting direction for the team, reviewing and challenging submissions, allocating scarce resources and judging investment proposals.

Participants then control the budget through the year – analysing variances, flexing the budget, using KPIs and taking corrective action, before moving on to Rolling Forecasts, scenarios, presenting & defending their numbers to Finance and the Board.

Throughout the workshop, **participants will use AI assistants such as Microsoft Copilot, ChatGPT, Claude or Gemini to test assumptions, draft commentary & challenge their own numbers** – always alongside real figures and their own Excel models, checking the output, rather than trusting it.

Case Study materials will be drawn from published company accounts. The content can then be built around your own budget templates, planning cycle and approval processes.

Workshop Preparation: Participants are asked to bring a recent budget and a budget vs actual report for their own area (anonymised where needed) so they can apply their own numbers.

A laptop with Excel and access to an AI assistant approved by their organisation is required.

KEY LEARNING OUTCOMES

By the end of this programme, you will be able to:

- **Align Budgets** with Business Strategy and key priorities.
- **Build Smarter, More Accurate Budgets** using key drivers of revenue, costs, margins and cash flow.
- **Lead the Budgeting Process** effectively and confidently.
- **Challenge Budget Assumptions** to uncover inflated figures, unrealistic projections and hidden gaps.
- **Optimise Resource Allocation** and evaluate investment decisions.
- **Analyse Financial Performance** using variance analysis, KPIs and corrective actions.
- **Develop Agile Rolling Forecasts** and assess scenarios to navigate changing business conditions.
- **Present and Defend Budgets** Confidently to finance, senior management and the board.
- **Leverage AI** for Smarter Planning, forecasting and analysis.

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Day 2: Budget Control & Forecasting

Strengthen budget monitoring, analyse variances and develop reliable forecasts to drive better business decisions.

5 Reviewing & Controlling the Budget

- Budget Review: Monthly reporting insights.
- Variance Analysis: Price, Volume and Mix.
- Flexible Budgeting: Adjust budgets to changing business conditions and identify costs within your control.
- Choosing KPIs that give early warning.
- Identifying corrective action and holding people accountable.

AI in Practice:
Draft a variance commentary with AI, then rewrite it with the real reasons behind the numbers.

6 Forecasting

- Forecasting vs budgeting.
- Rolling forecasts – Do you still need an annual budget?
- Scenario and sensitivity analysis: Which drivers really move the result.
- Forecast Accuracy and bias – building a culture of honest forecasts

AI in Practice:
Generate the Best, Base and Worst-case scenarios, then test them against your own Excel model.

7 Presenting & Defending the Budget

- Telling the story behind the numbers.
- Anticipating challenge from finance, senior management and the board.
- Negotiating for resources: making the case and knowing what to trade.
- **Exercise: Present a budget and handle a round of tough questions.**

AI in Practice:
Ask AI to play a sceptical finance director and fire questions at your budget.

8 Case Study, Part 1: Build a Driver-Based Budget

- Teams take a business unit of a real listed company from the region – e.g. an airline, a retailer or a telecoms operator (chosen to suit the delegate mix) with its published annual report as the starting point.
- Mapping the drivers: Volumes, prices, headcount, cost per head, capacity and capex.
- Building a driver-based budget in a ready-made Excel template, including a simple cash view and a bid for a share of a limited capital pool.
- Recording every assumption and the evidence behind it. The assumptions log the board will ask for.

AI in Practice:
Ask AI to suggest drivers and benchmark ranges, then check each one against the annual report and your own model.

WHY YOU SHOULD ATTEND

Budgets are where strategy meets the numbers.

For heads of department and general managers, budgets are also where resources are won and lost, where performance is judged and where the toughest conversations with Finance and the Board take place.

This course takes professionals who already work with budgets to the next level by building budgets around the real drivers of the business, challenging the budgets their teams submit, making trade-offs between competing priorities and using forecasts to steer performance through the year.

Participants will also **learn how AI** can take the drudgery out of the budget cycle – suggesting drivers, generating scenarios, drafting commentary and acting as a sceptical reviewer – freeing up their time for the judgement calls that only they can make.

WHO SHOULD ATTEND?

This programme is ideal for Directors, General Managers, Department Heads, Senior Managers & Team Leaders with budgeting, forecasting or financial decision-making responsibilities from:

- Operations & Corporate Planning
- Sales, Marketing & Commercial
- Procurement & Supply Chain
- Projects, Engineering & Technical Services
- Human Resources & Administration
- IT & Digital Transformation
- Facilities & Asset Management

Prerequisites:

- Practical experience working with budgets strongly recommended.
- **No previous experience of AI or formal financial qualifications needed.**

PROGRAM SCHEDULE

0830	Registration & Coffee/Tea
0900	Workshop commences
1020	Morning break (20 mins)
1245	Lunch (1 hour)
1500	Afternoon break (20 mins)
1700	End of day

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Day 3: Practical Budgeting, Scenario Planning & AI Applications

Apply budgeting and forecasting skills through real-world simulations, AI-assisted analysis and defending financial decisions to senior management.

9 Case Study, Part 2: The Approval Panel

- Teams swap budgets and sit as the executive committee – reviewing another team's submission.
- Applying the challenge checklist: Padding, optimism, missing costs, unrealistic phasing and weak evidence.
- Deciding how to allocate the capital pool between the competing investment bids – and explain why.
- Debrief: What made a budget convincing and what undermined it?

AI in Practice:
Run the submission past AI as a second reviewer, then compare its challenges with the panel's.

10 Case Study, Part 3: Managing a Business Disruption

- Mid-year, there are shocks based on events that actually hit the company or its sector, e.g. a jump in fuel or energy costs, a currency swing, a fall in demand or a budget cut.
- Flex the budget and update the Rolling Forecast for the rest of the year.
- Sensitivity Analysis: Find the two or three drivers that move the result most.
- Choose corrective action and weigh trade-offs – what to cut, what to defer and what to protect.
- Reality Check: Compare each team's response with what the company actually did and how it explained it to investors.

AI in Practice:
Use AI to generate scenarios, then run the numbers through your own Excel model. The AI scenario is a starting point, not a forecast.

11 Case Study, Part 4: Defending Your Budget

- Each team presents its revised budget and forecast to a Board panel: the trainer as CFO, fellow participants as directors.
- Tell the story: What has changed, why it has changed and what you need from the board.
- Handle tough questions on assumptions, risks and returns.
- Structured feedback on the numbers, the story and the handling of challenge.

AI in Practice:
Rehearse beforehand with AI playing a sceptical CFO.

12 Working with AI in Budgeting & Forecasting

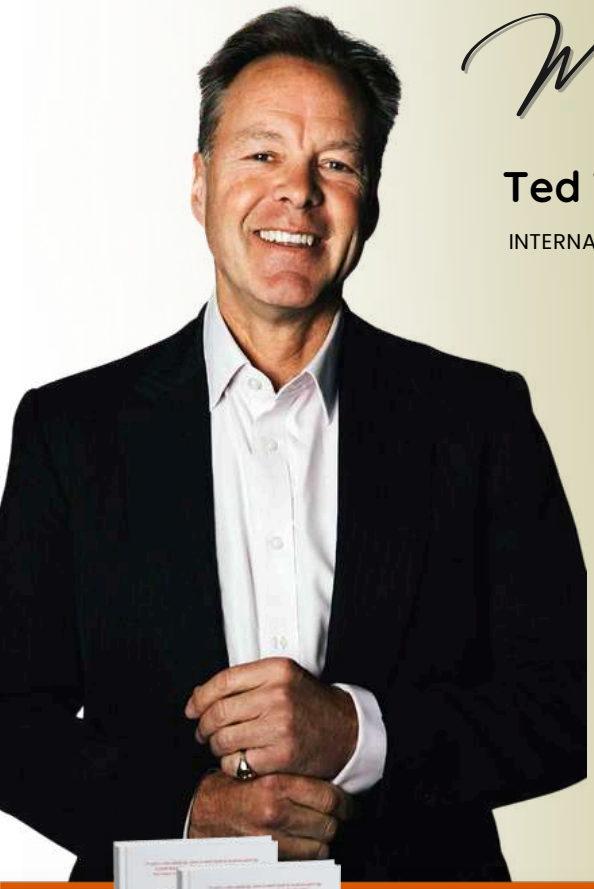
- What AI does well (and badly) in the budget cycle.
- Prompting for drivers, scenarios and commentary.
- Checking AI output: Numbers, sources and confident-sounding errors.
- Using AI alongside real figures and validated Excel models.
- Responsible & Ethical AI use: Confidentiality, your organisation's AI policy and what never to share.
- Using AI to keep building your financial fluency after the workshop

AI in Practice:
Your take-away prompt pack and personal Action Plan.

EXAMPLE AI PROMPTS

A few sample prompts that you will practise during the workshop and bring home. Each will be adapted to your own role and used within your organisation's AI policy, with real data anonymised.

- "I manage [department] with an annual budget of around [amount]. List the ten most likely drivers of our costs next year and the questions I should ask to estimate each one."
- "Here is a budget submission from one of my team [anonymised figures]. Act as an experienced general manager: List the weakest assumptions, the costs that may be missing and the questions I should ask before I approve it."
- "Here are this quarter's budget vs actual figures [anonymised figures]. Explain the three biggest variances in plain English & suggest corrective actions I could take."
- "Act as a sceptical finance director reviewing my budget. What are the five toughest questions you would ask me and what evidence would satisfy you?"



Meet Your Facilitator

Ted Wainman

INTERNATIONAL BUSINESS TRAINER | PUBLISHED AUTHOR | YOUTUBER

Ted Wainman is a highly experienced business trainer and keynote speaker specialising in financial, commercial and strategic capability building for managers and senior professionals. Ted began his career at EY (Ernst & Young), where he trained and qualified as an Associate Chartered Accountant.

He then spent six years at JPMorgan Investment Management, rising to Vice President, and completed a company-sponsored MBA in International Management of Financial Services, graduating top of his class with merit.

Since 2003, Ted has designed, developed and delivered practical, high-impact learning programmes for both the private and public sectors. He works closely with senior stakeholders to ensure training is commercially relevant, tailored to the organisation's strategic objectives, and focused on delivering sustained behavioural and decision-making change.

Ted has worked with over 400 companies – from blue chips to financial services across industries. With a strong foundation in finance, Ted's core focus is on:

- Financial and commercial awareness
- Strategy and leadership
- Reading and interpreting financial statements
- Global Macro-Economics and market dynamics

Ted has worked in more than 40 countries globally and is experienced in addressing the needs of programmes across varying cultural backgrounds.

Author of "**How to Talk Finance: Getting to grips with the numbers in business**" -published by Pearson (Financial Times) in April 2015.

He runs a YouTube Channel and regularly undertakes the financial analysis of a wide variety of companies:

YouTube https://youtube.com/@TalkFinancials

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- JPMorgan
- Kuwait Investment Authority
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- Riyadh Bank
- Samba
- Saudi British Bank
- SMBC
- SMBC Group
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INSURANCE

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- Barbican Insurance
- Marsh Insurance
- Miller Insurance
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ENERGY / UTILITIES

- ADNOC
- Al Masaood
- SE Water
- EDF Energy
- Npower
- National Grid
- South East Water
- Kuwait Petroleum Corporation

GOVERNMENT & NONPROFIT

- Department for Transport
- Electoral Commission
- NATO

HEALTHCARE & PHARMACEUTICAL

- Novo Nordisk
- Hikma Pharma
- Abbot
- NHS Confederation

TRANSPORTATION & LOGISTICS

- Forth Ports
- GulfTainer
- Maersk
- Oman Shipping
- Saudi Railways

TELECOMMUNICATIONS & IT

- Alcatel Lucent / Genesys
- Ooredoo
- Oracle
- CISCO
- PalTel
- Mobily
- Qatar Telecom
- du Telecom
- Orange
- Saudi Telecom Company
- Uganda Telecom Ltd
- Vodafone
- Zain

EDUCATION

- London Business School
- CIMA
- Chartered Institute of Insurance
- Dundalk Institute of Technology
- Warwick Business School

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AI-Powered Budgeting & Forecasting for Non Finance Managers

Kuala Lumpur: 18, 19 & 20 January 2027

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From time to time Kexxel Group may share information from our database with other professional organizations (including our event sponsors) to promote similar products and services. Please send us an email if you do NOT want us to pass on your details. To amend your current details, advise of duplicates or to opt out of further mailings, please email us your request info@kexxel.com.

Payment Terms: Payment must be received before the commencement of the event. Following registration, all payments must be executed within the terms herewith irrespective of attendance.

Cancellation Fee: A cancellation fee equivalent to 50% of the registration fee will be charged for any cancellations received more than 30 days prior to the event. A 100% cancellation fee will be charged for any cancellations received 30 days or less prior to the event, under the terms outlined below. 100% HRDC claimable when you register for the 3+1 Package, provided that your organisation maintains sufficient HRDC funds and adhere to all HRDC guidelines. Rates indicated are valid for Malaysian companies only.

Substitutions: If you cannot attend personally, a substitute delegate is welcome to join this course. Kindly notify us directly for any substitutions.

Force Majeure: If Kexxel Group cancels the Event due to circumstances beyond the reasonable control of Kexxel Group (such as acts of God, acts of war, governmental emergency, labor strike or terrorism), Kexxel Group shall refund to each attendee its payment previously paid, minus a share of costs and expenses incurred, in full satisfaction of all liabilities of Organizer to Attendee. Kexxel Group reserves the right to cancel, re-name or re-locate the Event or change the dates on which it is held. If Kexxel Group changes the name of the event, relocates the event to another event facility within the same city, or changes the dates for the event to dates that are not more than 30 days later than the dates on which the Event originally was scheduled to be held, no refund will be due to attendee, but Kexxel Group shall assign to the attendee, in lieu of the original space/ seat, such other space as Kexxel Group deems appropriate. If Kexxel Group elects to cancel the Event other than for a reason previously described in this paragraph, Kexxel Group shall refund to each attendee its entire registration fee previously paid.

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