



Financial Management Series



17, 18, 19 & 20 October 2022

facilitated by:

Lindsay Dewberry, CPA

Workshop Leader in Financial Management and Accounting

Reviews from Past Attendees

"The speaker is knowledgeable in this field. He has clear explanations and I can relate the teachings to my daily task."

Nathalie Spaeid Anak Akie, Accountant, Biptort Bulkers Sdn Bhd

"Lindsay was clear, concise and an excellent trainer, the rolling forecast topic was most helpful for me."

Amyrul Izwan bin Yusof, Executive, LTAT

"Excellent! The areas of the event that was most useful to me was on strategic planning."

Rosazlan Rusly, Manager, Kulim (Malaysia) Berhad

"The trainer had been very accommodating in answering questions and has excellent knowledge of the subject matter."

Rose Reales, Financial Planning Analyst, JG Summit Petrochemicals Group

"Overall, the trainer has a vast experience to share with participants."

Mohd Shanizam Mustafar, Senior Executive, LTAT

COURSES IN THIS SERIES

FM 01	Beyond Budgeting	17 Oct '22
FM 02	Practical Implementation of Rolling Forecasts	18 Oct '22
FM 03	Finance as a Strategic Business Partner	19 Oct '22
FM 04	Implementing a Cost Reduction Programme	20 Oct '22



VIRTUAL INSTRUCTOR LED TRAINING (VILT) AN INTRODUCTION

VIRTUAL INSTRUCTOR LED TRAINING COURSES BY KEXXEL GROUP

Immerse in the Kexxel experience digitally as we introduce our Virtual Instructor Led Training (VILT) courses into our prestige learning portfolio.

Our virtual classrooms welcome a small group of executives in an **intimate yet dynamic** learning setting, facilitated by our handpicked selection of subject matter experts and industry thought leaders as your instructors.

WHY CHOOSE US?

- **NOT a Webinar!**
Join our live, virtual courses enriched with a **diverse range of interactive activities**, such as action plans, group discussions, breakout sessions, exercises, case studies, and more.
- **Course Materials**
An advantageous combination of presentation slides and downloadable workbooks are provided to participants prior to classes for a more **holistic learning experience**.
- **Pre-Course Questionnaires**
Our instructors will understand the **specific needs and requirements** of each individual participant, by allowing attendees to review and highlight topics of importance prior to the course.
- **Private, In-house Sessions**
Upon request for organizations seeking a more **customised learning** for their employees.
- **Secure Online Platform**
Cisco Webex is the online training platform of choice for our VILT courses. Cisco Webex respects your data privacy, is **highly secure** by default, and has governance and transparency.

THE BENEFITS OF VILT

With access to real-time learning technology at the tip of your fingertips, reap the rewards of professional development and learning from the comfort and safety of your home or flexible work station.

As we move into the new normal and embrace remote working, increase employee engagement and performance with the variety of VILT series that Kexxel has to offer.

Meet Our Facilitator



LINDSAY DEWBERRY, CPA

Workshop Leader

Financial Management and Accounting

As the Managing Director of Panache Training & Consulting, Lindsay is involved in the development and delivery of training programmes across workplace and tertiary education environments. He commenced his career as a graduate within National Australia Bank where he held a variety of branch and head office roles over 9 years. After finalising a post graduate qualification in accounting, he moved from the fledgling National Mutual Royal Bank to its joint parent (National Mutual) where he held a variety of senior accounting and management roles over more than 11 years, before leaving to establish Panache Training & Consulting in 2000.

He has a strong finance and accounting background, having gained significant expertise in the areas of financial management, performance measurement and external accounting. Lindsay has consulted to a large number of large and small organisations using these skills across the financial services industry, hospitality, federal and state governments, not for profit and manufacturing sectors. His government clients have included the Australian Attorney General's Department, the Victorian Department of Health & Human Services, NSW Communities & Justice, and the Australian Department of Defence. He has also consulted to private sector organisations such as National Australia Bank, PBL, Lend Lease, CSL, AMCOR, Country Road, Programmed Engineering, Disney Australia, Linfox, SP AusNet, Canberra Airport, TABCORP, Crown, Relationships Australia, Coles Myer, ANZ Bank and more. Additionally, Lindsay is a creator and presenter of financial management webinars for the Australian Institute of Company Directors directed towards directors of NFP's.

Hear from participants who have attended lindsay's courses

"Lindsay is well-versed in finance and explains each topic very well. He provides good strategic insights and is a great help not just for accounting practitioners, but also to non-accountants who make essential decisions for their company."

Gleiza Mae Flores, Assets And Liabilities Manager, Alliedbankers Insurance Corporation

Lindsay Dewberry is a very good speaker and I liked his 2-way communication during the training."

Md Azhar Hamdan, Deputy CEO, Penang Development Corporation

"Lindsey keeps the course interesting, while being detailed and thorough in his explanations."

Lim Hock Hsiang, Accountant, Penang Adventist Hospital

Who Should Attend

This course is designed for CEOs, CFOs, VPs, MDs, GMs, Chief Accountants, Cost Controllers, Directors, Managers and Analysts, involved in:

- Financial Planning / Capital Planning
- Forecasting & Financial Analysis
- Planning & Budgeting
- Business Planning / Strategic Planning
- Portfolio Management
- Management Accounting
- Auditing & Internal Control
- Statutory & Regulatory Reporting / Policy Planning

...and anyone with vested interests in forecasting trends at the strategic, tactical, operational & planning levels



Note:

A calculator will be required.

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GROUP

BEYOND BUDGETING

17 OCT 2022

1pm - 5pm
Kuala Lumpur GMT +8

In this first session, Lindsay will introduce the concept, benefits and practical application of Beyond Budgeting.

This is an introductory course for middle / senior management who recognise that their existing traditional planning and budgeting process is no longer applicable in a fast-changing world.

You will discover why this alternate management philosophy (NOT just a new type of budgeting) is becoming increasingly utilised. In a fast-changing world, traditional budgeting and the associated command-and-control approach to management is considered out of date and inappropriate - often more of a handicap than a sensible means of business resource planning. **Here is a practical and proven alternative...**

You Will Learn

- An alternate general management model to business management
- How removing the traditional command-and-control management system liberates a business to focus on beating the competition, not the budget
- The concepts and benefits of adaptability and devolution
- Take away an initial assessment of how your organisation aligns with BB principles

Course Outline

Module 1: Background and Concept

- The problems of traditional budgeting and why this is no longer a sensible way forward
- The history and development of Beyond Budgeting
- The overall concept and benefits
- Linkage to rolling forecasts as opposed to traditional budgeting

Module 2: Beating The Competition, NOT The Budget

- The leadership and management principles of Beyond Budgeting
- ★ **EXERCISE** Assessment of your organisation against BB principles
- Understanding what is the competition and how to focus on competitive success
- Practical examples of competitive focus - how to begin the pivot to Beyond Budgeting

Module 3: Rewarding Competitive-based Team Success

- Companies that have abandoned traditional budgeting
- Using "BB" to create a positive team culture, rather than a silo-mentality
- The practicalities of using BB principles to support compensation that genuinely incentivises competitive success

★ **CASE STUDY Examples**

PRACTICAL IMPLEMENTATION OF ROLLING FORECASTS

18 OCT 2022

1pm - 5pm
Kuala Lumpur GMT +8

Rolling Forecasts have been around for many years as a management concept, but despite its obvious attractions few organisations have successfully implemented Rolling Forecasts. In this course, Lindsay explores the concept and potential benefits and addresses real-life practicalities in making "RF" a key element of the management system.

Gain an understanding of how to design, introduce and successfully utilise a Rolling Forecast concept, whilst avoiding the potential downside of endless planning / budgeting. Appreciate the value of incorporating Rolling Forecasts or Full Year Forecasts into your strategy management system / balanced scorecard.

The course is designed for all those managers, supervisors and officers who are involved in business performance management and budgeting and who realise that "there has to be a better way than the one we currently have...."

You Will Learn

- What is the concept and benefit of implementing Rolling Forecasts?
- Understand the difference between Full Year Reforecasting and a full version of Rolling Forecasts: the pros and cons of each approach
- How to apply in practice to gain the benefits of RF without creating an "endless planning and budgeting administrative bureaucracy"
- Take away an initial design of a pragmatic RF management report

Course Outline

Module 1: Concept and Rationale

- Why traditional backward-looking performance management is not what businesses require in a fast-changing world
- Comparing Rolling Forecasts and Full Year Reforecasts: the pros and cons of each
- Rolling Forecasts or Rolling Budgets? Replacing traditional budgeting?
- How "RF" fits with business planning and financial budgeting

Module 2: Designing a Rolling Forecasts management system

- The seven key decision points to create a workable RF management system
- Working examples of both Rolling Forecasts and Full Year reforecasting
- Coaching management in the use of RF - it won't happen by accident...
- ★ **EXERCISE** Designing a RF output report: Template will be provided

Module 3: CASE STUDY Examples of success usage of RF

- Example for designing and deploying a Rolling Forecast system
- Example for designing and deploying a Full Year Reforecast system
- Lessons learnt and potential problems to be avoided

THE ROLE OF FINANCE AS A STRATEGIC BUSINESS PARTNER

19 OCT 2022

1pm - 5pm
Kuala Lumpur GMT +8

To meet the needs of a fast-changing world and to generate value for the organisation's customer and owners, the Finance function faces a fundamental challenge:

➔ To continue the **Traditional Role**: Control, compliance, backward-looking accounting, the unloved budgetary bureaucracy: often described as reactive scorekeeping.

OR

➔ To become a **Strategic Business Partner**: Contributing proactively to the success of the organisation in co-operation with other functions and departments.

Many finance professionals seek this transformation of their function, but whilst the ambition is there the successful achievement is very often missing, and many Finance functions struggle to demonstrate a genuine value-add business partnership role.

You will learn

- Learn what being a Strategic Business Partner (SBP) really means and how the finance department can uniquely contribute value to that business partnership
- Understand a range of **practical ways** to achieve transformation of the finance function to become a successful and valued strategic business partner
- Recognize relevant management tools and techniques to support successful "SBP"
- Appreciate the skills, attitudes and behaviours necessary for a successful outcome

Course Outline

Module 1: Introduction and Key Challenges

- Strategy Management: an overview of the main components
- Strategic Business Partnership: What does this mean in practice and how to bring a genuine and unique value-add to business management
- The required skills and behaviours that distinguish a partnership from command-and-control
- ★ **CASE STUDY** example organisations using a "Finance Function Scorecard" to reposition from reactive scorekeeper to proactive business partner

Module 2: Organisational Challenges

- Roles and structure within the Finance function, and the interface and relationships of Finance to other support functions, such as Strategy Office, Strategic HR and the C-suite
- Different classes of ownership and the consequent impact on SBP: commercial / profit-centred shareholder businesses, public sector businesses, family businesses.
- ★ **CASE STUDY** The problems of having a strategic management team report to an accounting-only focused finance CFO. Limitations and solutions developed

Module 3: Tools and Techniques

- The common tools, techniques and analyses that support good SBP
- The strategic management system: thinking, planning and successful execution of that strategy.
- Ensuring that finance can add value to, each step of the strategy management system.
- ★ **CASE STUDY** Using cost and service profitability analysis as key input to a business strategy decision regarding a poorly performing organization

IMPLEMENTING A COST REDUCTION PROGRAMME

20 OCT 2022

1pm – 5pm
Kuala Lumpur GMT +8

Costs are the most controllable element of any organisations profit and loss result. The current disruption of the business world through pandemic and the economic consequences arising have created ever-greater focus on achieving Cost Efficiency.

Cost efficiency is not just a demand for lower total costs. It is a focus on achieving competitive value for our money – ensuring that whatever is spent creates maximum value for the organisation. That may result in lower total costs, or maybe in improvements in unit costs or cost efficiency ratios.

This course will challenge your thinking on cost management and open the door to wider aspects of proactively managing the costs of an organisation within a clear strategic context

You will learn

- The importance of linking cost efficiency within the overall strategic context of the business
- The need to have clear cost targets as part of the strategy management system
- An understanding of the crucial importance of management’s leadership and active engagement – this is **not** an exercise of detailed cost analysis within finance department
- The need to focus on all costs and not be distracted by superficial cost reduction
- Gain an appreciation of the key management tools to support cost efficiency including “simplified ABC”

Course Outline

Module 1: The Strategic Context for a Cost Programme

- Understanding the overall business strategy, including response to “disruption” from Covid-19, and the consequent impact on cost management
- Establishing a clear Cost Strategy incorporating relevant cost targets
- Ensuring that ALL costs are under scrutiny – nothing should be off-limits
- The need for management understanding and engagement, not just detailed cost analysis

Module 2: Successful Cost Management: Tools & Techniques

- Using **Activity Value Analysis** and **Activity Based Costing** to support product and customer profitability analysis
- ★ **EXERCISE** The use of “simplified ABC” as the first stage of improving cost analysis
- The Cost of Capital – and WACC: how the application of these techniques, and the use of Economic Profit, can help focus a business on the most profitable business areas.
- Designing in cost efficiency into new products / services, supported by effective “capex” evaluation and control

Module 3: Examples of Implementing a Successful Cost-Efficiency Programme

- Automobile manufacturers who build in cost efficiency into new model designs
- What we can learn from successful budget airlines
- Many businesses try to cut costs through across-the-board 10% cuts to everything. That cuts into both fat and muscle. A properly structured and managed cost programme takes an intelligent and analytical approach to cut costs where most appropriate without damaging the organisation.
 - Illustrated with examples of cost reduction programme where costs and headcount are significantly reduced while still maintaining profitability.