

FINANCE & ACCOUNTING | COURSE BROCHURE

Budgeting, Forecasting and Financial Planning

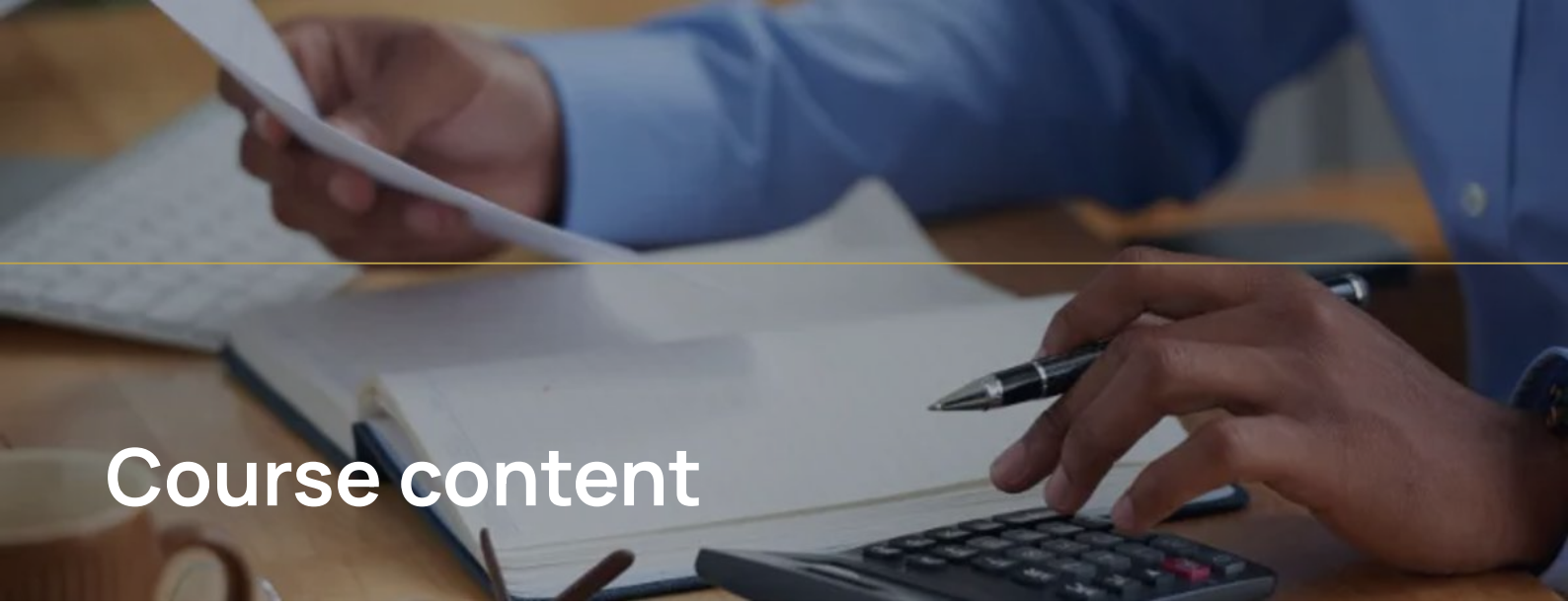
5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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Course content

Why attend

This course equips professionals with essential skills in budgeting, forecasting, and financial planning. Participants will learn to create effective budgets, develop accurate forecasts, and implement strategic financial plans to enhance organisational performance and informed decision-making.

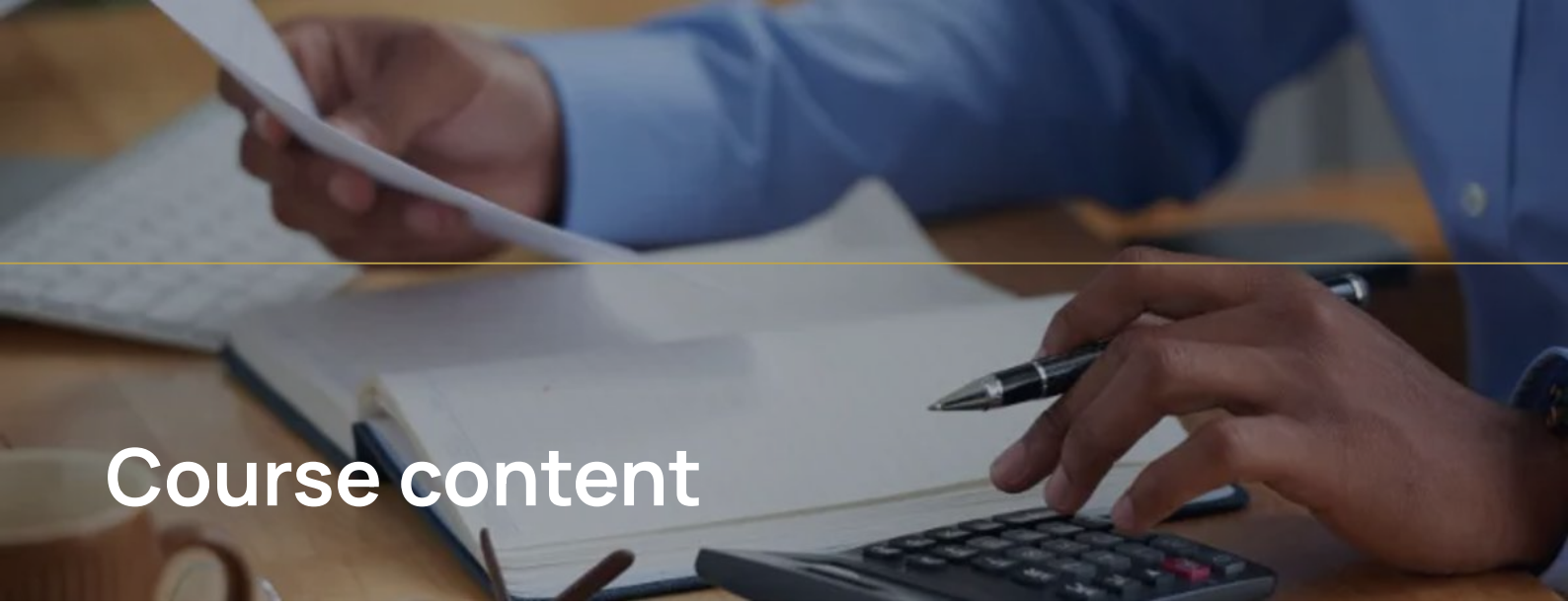
Budgeting and forecasting are critical for maintaining financial health and achieving strategic goals. Professionals often face challenges in aligning budgets with organisational objectives, leading to resource misallocation and missed opportunities. This course addresses these issues by providing participants with the tools to create realistic budgets and forecasts that drive performance and support operational efficiency.
By mastering these skills, attendees will be able to make informed financial decisions that directly impact their organisation's bottom line, ensuring that resources are allocated effectively and strategically, which is essential for long-term success.
Effective financial planning is essential for long-term sustainability. Participants will learn to analyse financial data, assess risks, and make informed decisions that impact their organisations. By practising these skills, attendees will be better equipped to contribute to their organisation's financial strategy and ensure alignment with overall business goals. The course also emphasises the importance of continuous monitoring and adjustment of financial plans, enabling professionals to respond proactively to changing market conditions. This adaptability is crucial for maintaining competitive advantage and achieving financial objectives, making the skills gained in this course invaluable for any finance professional.

Professional Problems This Course Is Designed to Solve

- Budgets based on weak assumptions or disconnected business plans.
- Forecasts that do not respond to changing conditions.
- Limited understanding of variances and financial planning trade-offs.

Course methodology

This course employs a blend of case studies, practical exercises, and collaborative workshops to enhance learning. Participants will engage in scenario-based budgeting exercises, develop forecasting models using real data, and create comprehensive financial plans. Outputs include detailed budgets, forecasts, and strategic financial plans, providing tangible evidence of their learning and application of concepts. Additionally, group discussions will facilitate peer learning and critical thinking, allowing participants to explore different perspectives on financial challenges. This interactive approach ensures that attendees not only grasp theoretical concepts but also apply them effectively in realistic workplace scenarios, enhancing their overall competency in financial management and planning.



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Course objectives

By the end of this course, participants will be able to:
• Analyse organisational financial data to identify trends and variances for decision-making.
• Construct a comprehensive budget aligned with strategic objectives and operational needs.
• Develop accurate financial forecasts using quantitative methods and historical data analysis.
• Assess risks associated with financial planning and forecasting to inform strategy.
• Justify budget allocations based on organisational priorities and stakeholder needs.
• Design a financial plan that integrates budgeting and forecasting processes for effective implementation.

Target audience

This course is suitable for:
• Financial Analysts: Responsible for analysing financial data and supporting budgeting processes.
• Budget Managers: Oversee the development and management of budgets within their departments.
• Finance Directors: Lead financial strategy and ensure alignment with organisational goals.
• Business Managers: Require budgeting and forecasting skills to manage departmental finances effectively.

Target competencies

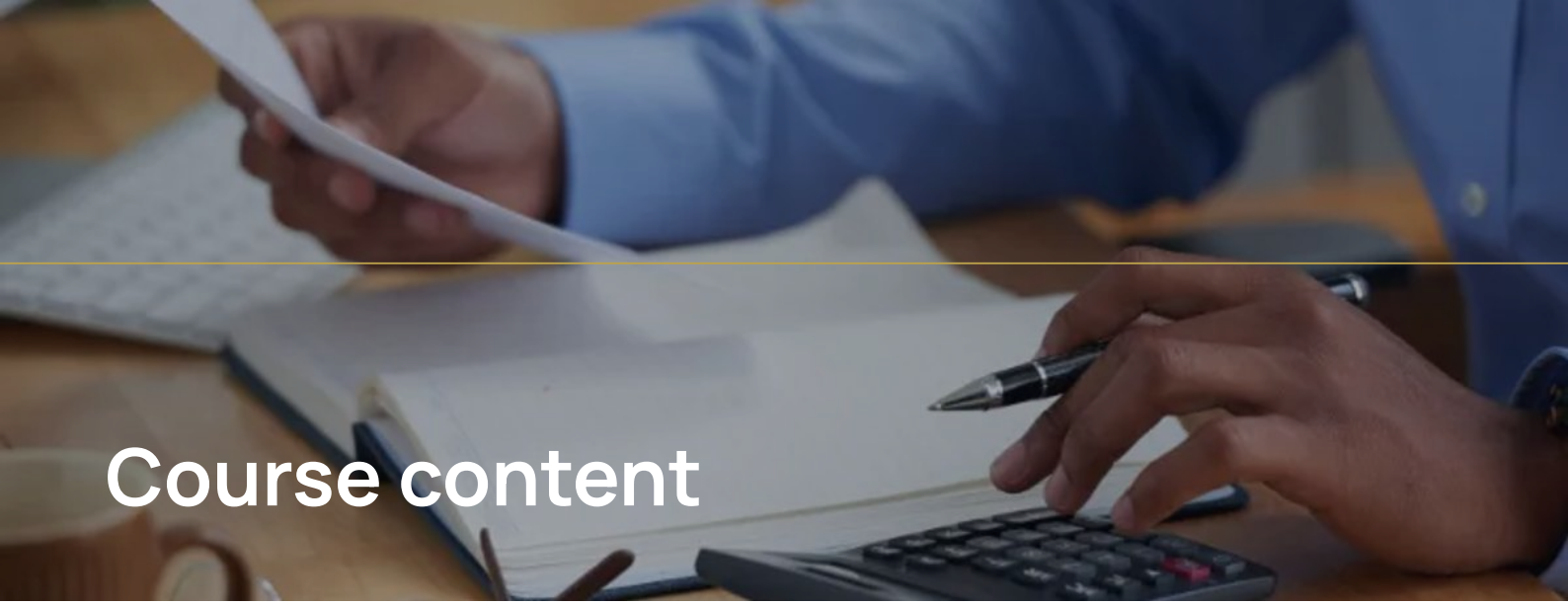
Participants will develop competencies in:
• Budget development and management skills.
• Forecasting techniques and quantitative analysis.
• Risk assessment in financial planning.
• Strategic alignment of financial resources.
• Data analysis for informed decision-making.
• Integrated financial planning and execution.

Course outline

Day 1: Foundations of Budgeting and Financial Planning

Applied activity: Participants will analyse a fictional company's financial statements to identify key cost drivers and budgetary needs. They will create a preliminary budget proposal based on their analysis, considering both fixed and variable costs and aligning with strategic goals.
Output: A preliminary budget proposal for the fictional company, including justifications for allocations.

09:00–09:54	Understanding the purpose and importance of budgeting in organisations.
09:54–10:48	Key budgeting concepts: fixed vs variable costs and their implications for planning.



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10:48–11:00	Types of budgets: operational, capital, and cash flow, and their uses in practice.
11:00–11:30	**Coffee break**
11:30–12:12	Types of budgets: operational, capital, and cash flow, and their uses in practice. (continued)
12:12–13:06	The budgeting process: steps, best practices, and stakeholder involvement for success.
13:06–14:00	Common budgeting pitfalls and strategies to avoid them effectively.

Day 2: Forecasting Techniques and Tools

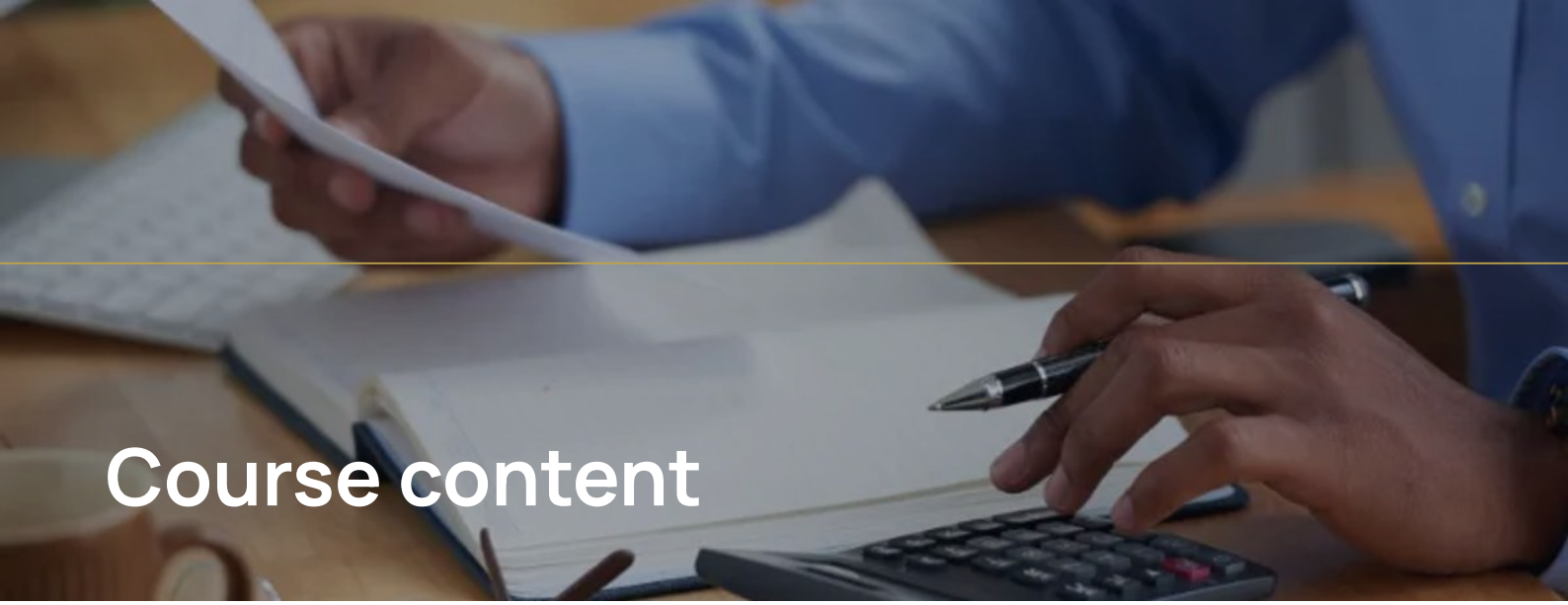
Applied activity: Participants will use historical data from the fictional company to develop a financial forecast for the next fiscal year, applying both quantitative and qualitative methods. They will present their forecasts and discuss assumptions made during the process.
Output: A detailed financial forecast report, including assumptions and methodologies used.

09:00–09:54	Introduction to financial forecasting and its significance in organisational planning.
09:54–10:48	Quantitative vs qualitative forecasting methods: strengths and weaknesses in application.
10:48–11:00	Using historical data for trend analysis and predictive modelling in forecasts.
11:00–11:30	**Coffee break**
11:30–12:12	Using historical data for trend analysis and predictive modelling in forecasts. (continued)
12:12–13:06	Forecasting tools and software overview for practical application in finance.
13:06–14:00	Common forecasting errors and adjustments to improve accuracy and reliability.

Day 3: Risk Assessment in Financial Planning

Applied activity: Participants will conduct a risk assessment on their previously developed budget and forecast, identifying potential risks and proposing mitigation strategies. They will present their findings and recommendations to the group for feedback.
Output: A risk assessment report with identified risks and proposed mitigation strategies.

09:00–09:54	Identifying financial risks in budgeting and forecasting processes for effective management.
09:54–10:48	Methods for assessing and quantifying risk in financial contexts and decision-making.
10:48–11:00	Scenario analysis and stress testing to evaluate financial resilience and adaptability.
11:00–11:30	**Coffee break**
11:30–12:12	Scenario analysis and stress testing to evaluate financial resilience and adaptability. (continued)



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12:12–13:06	Developing risk mitigation strategies to protect financial plans from uncertainties.
13:06–14:00	Integrating risk assessment into financial planning for comprehensive strategies and outcomes.

Day 4: Integrating Budgets and Forecasts into Financial Plans

Applied activity: Participants will integrate their budget and forecast into a comprehensive financial plan, ensuring alignment with organisational strategy and stakeholder needs. They will prepare a presentation to communicate their financial plan effectively.
Output: A comprehensive financial plan document and presentation materials.

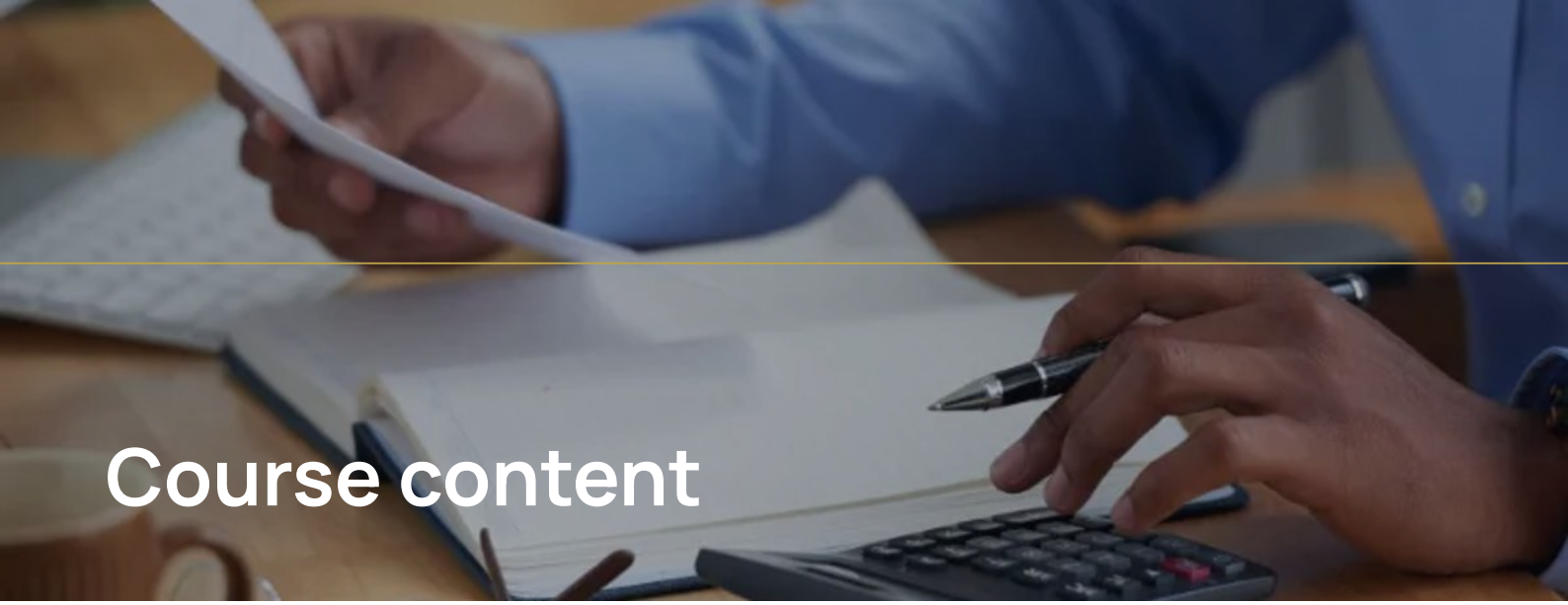
09:00–09:54	The relationship between budgeting, forecasting, and financial planning in practice and theory.
09:54–10:48	Creating a cohesive financial plan that incorporates budgets and forecasts effectively.
10:48–11:00	Aligning financial plans with organisational strategy and objectives for success.
11:00–11:30	**Coffee break**
11:30–12:12	Aligning financial plans with organisational strategy and objectives for success. (continued)
12:12–13:06	Monitoring and adjusting financial plans over time for effectiveness and relevance.
13:06–14:00	Communicating financial plans to stakeholders for buy-in and support during implementation.

Day 5: Capstone Project: Financial Planning in Action

Applied activity: In teams, participants will present their comprehensive financial plans to a mock stakeholder panel, addressing questions and feedback to refine their plans. They will incorporate insights gained from the presentation into their final documents.
Output: A refined financial plan presentation and supporting documentation, incorporating stakeholder feedback.

09:00–09:54	Review of budgeting and forecasting principles and their application in real scenarios.
09:54–10:48	Collaborative financial planning exercise to synthesise learning and insights gained.
10:48–11:00	Presenting financial plans to stakeholders and addressing feedback for improvement.
11:00–11:30	**Coffee break**
11:30–12:12	Presenting financial plans to stakeholders and addressing feedback for improvement. (continued)
12:12–13:06	Feedback and iterative improvement of financial plans based on peer review and discussions.
13:06–14:00	Final reflections on budgeting and forecasting practices and their impact on organisations.

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



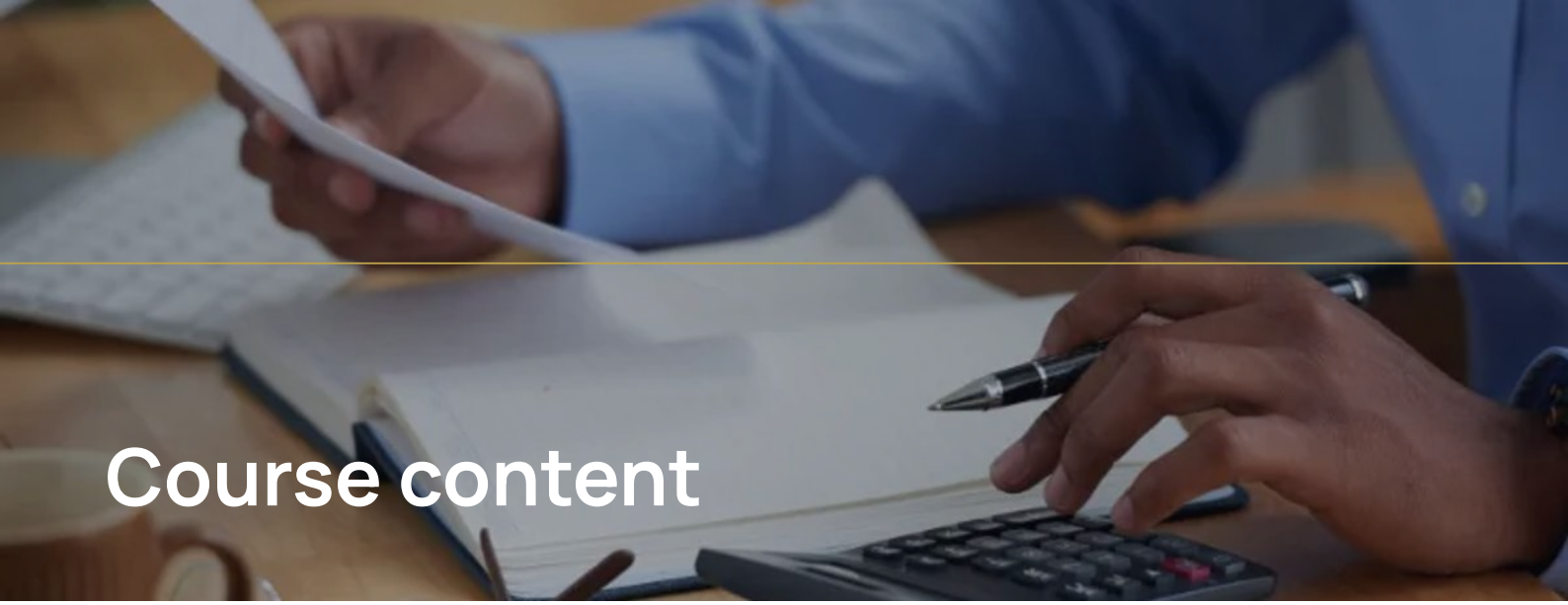
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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

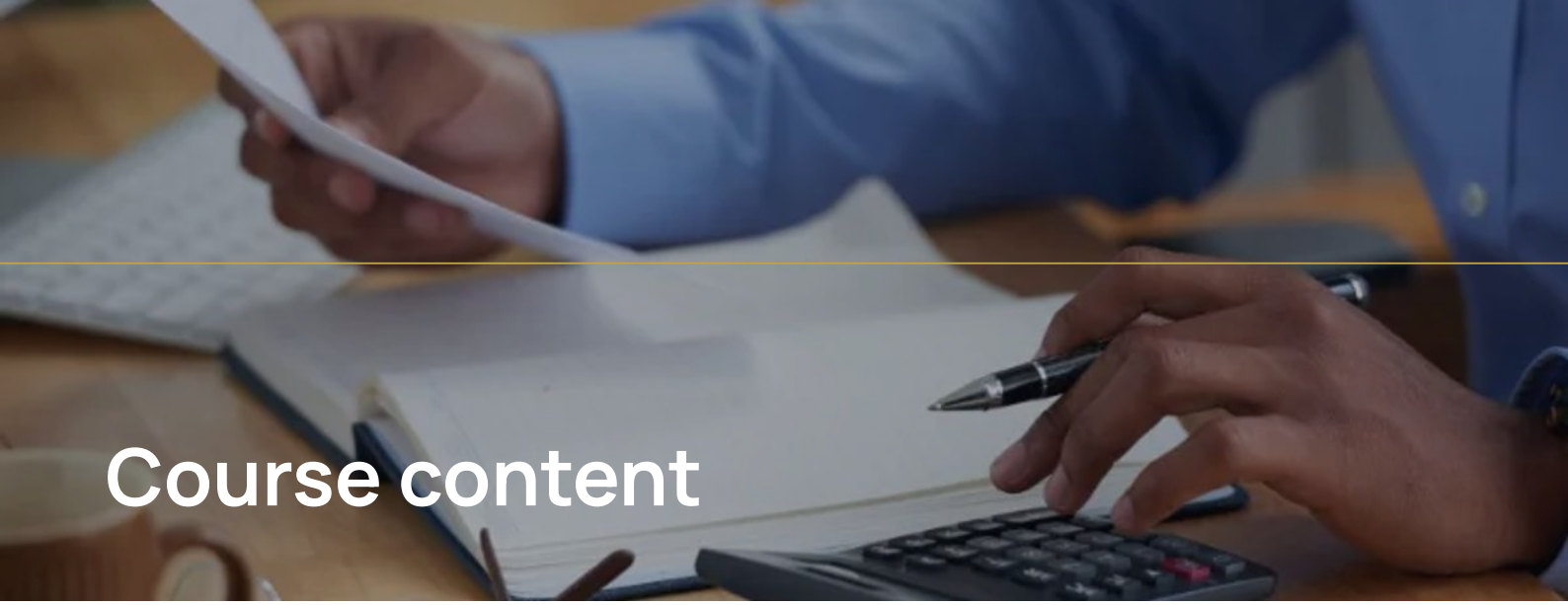
Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,650.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Amsterdam Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,540.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Rome Confirmed dates	30 Nov 2026	4 Dec 2026	**€2,450.-**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.-**
Singapore Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,820.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**



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Dates, venues and fees (continued)

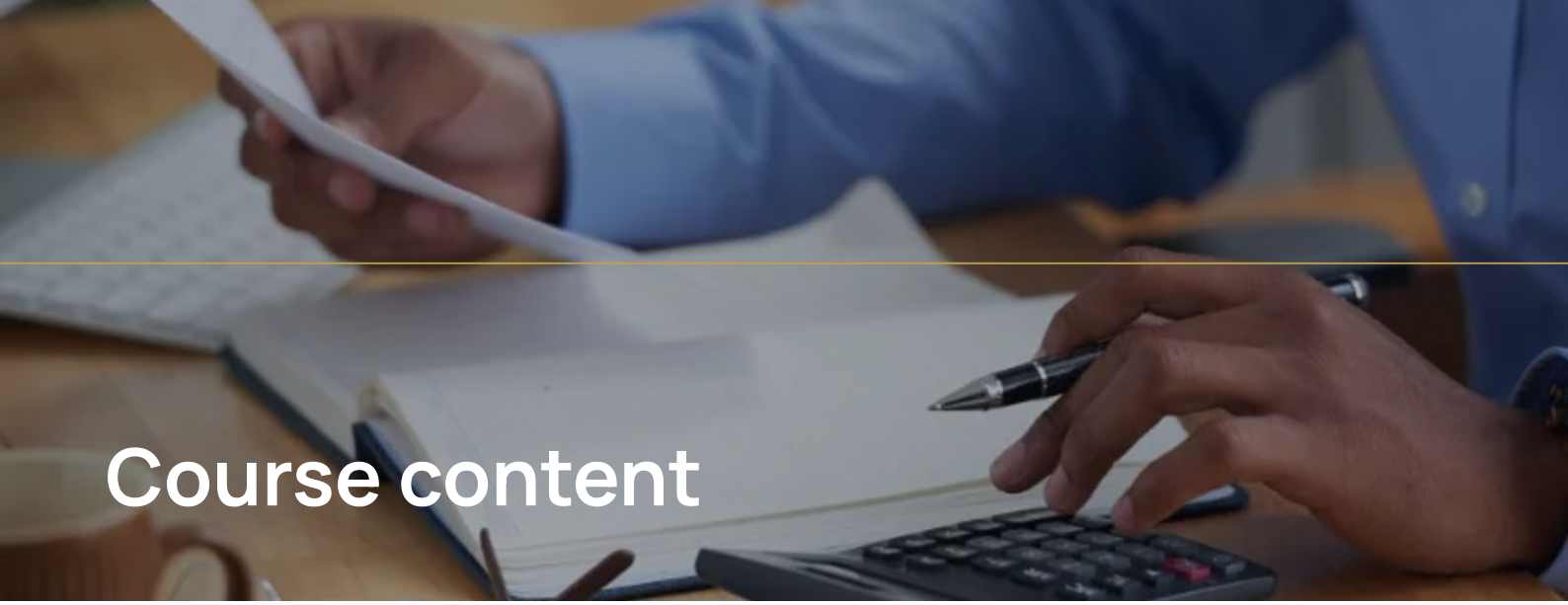
Venue	Start date	End date	Fee (EUR)
London Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,450.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Dubai Confirmed dates	11 Jan 2027	15 Jan 2027	**€3,150.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Frankfurt Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,650.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,450.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**
Paris Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,860.-**



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Dates, venues and fees (continued)

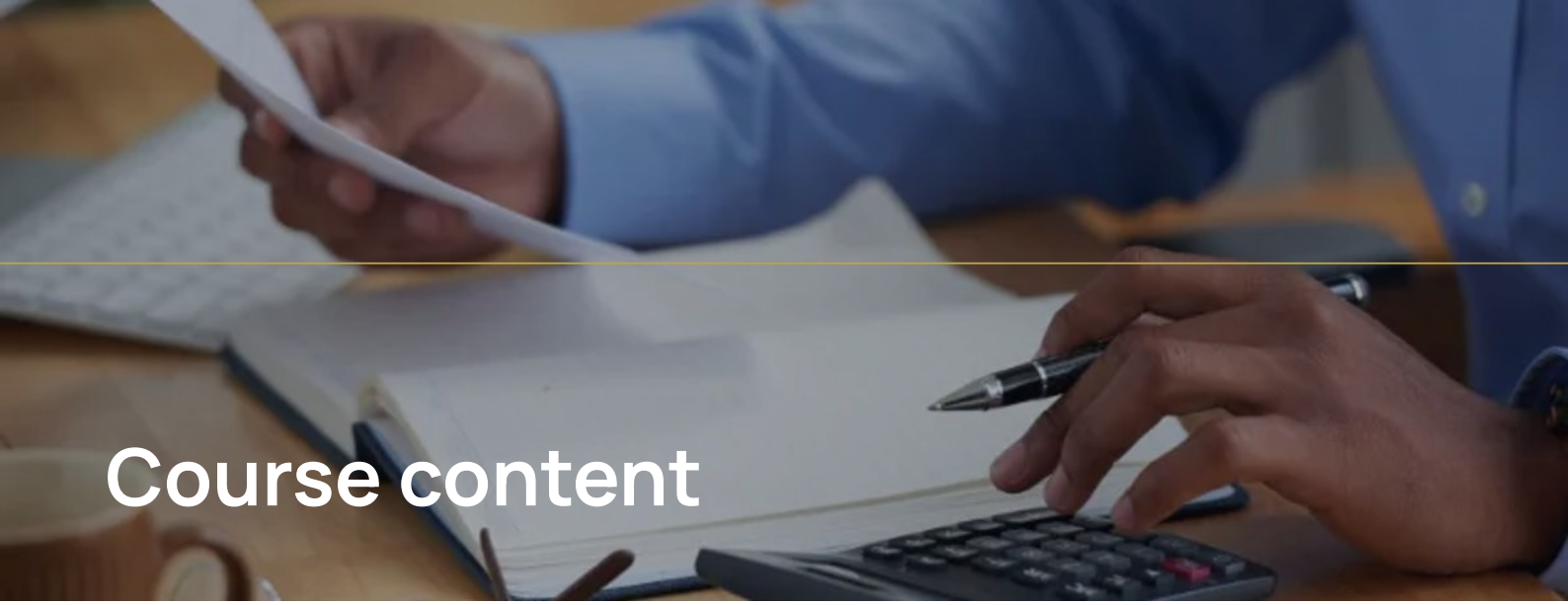
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Vienna Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,940.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Istanbul Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,650.-**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.-**
Amsterdam Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,540.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Singapore Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,820.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**



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Dates, venues and fees (continued)

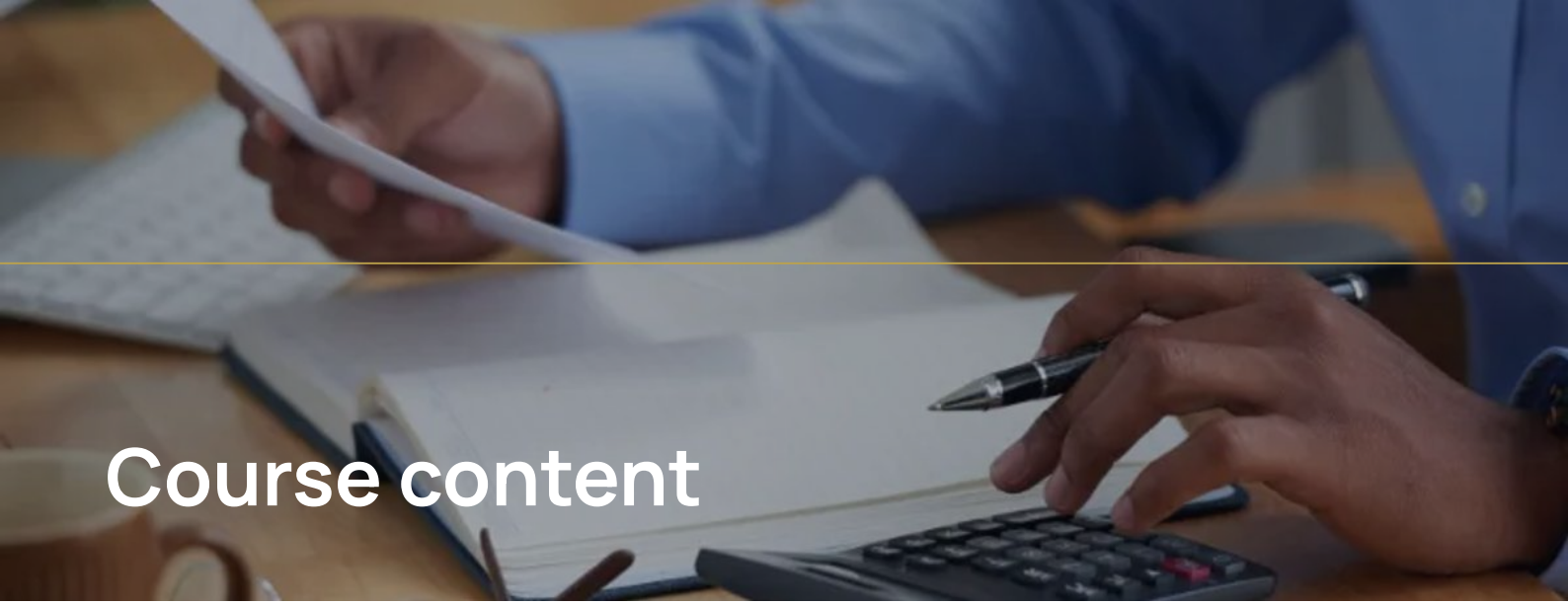
Venue	Start date	End date	Fee (EUR)
London Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,450.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**€1,890.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Dubai Confirmed dates	10 May 2027	14 May 2027	**€3,150.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
Frankfurt Confirmed dates	24 May 2027	28 May 2027	**€2,650.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,450.-**



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Dates, venues and fees (continued)

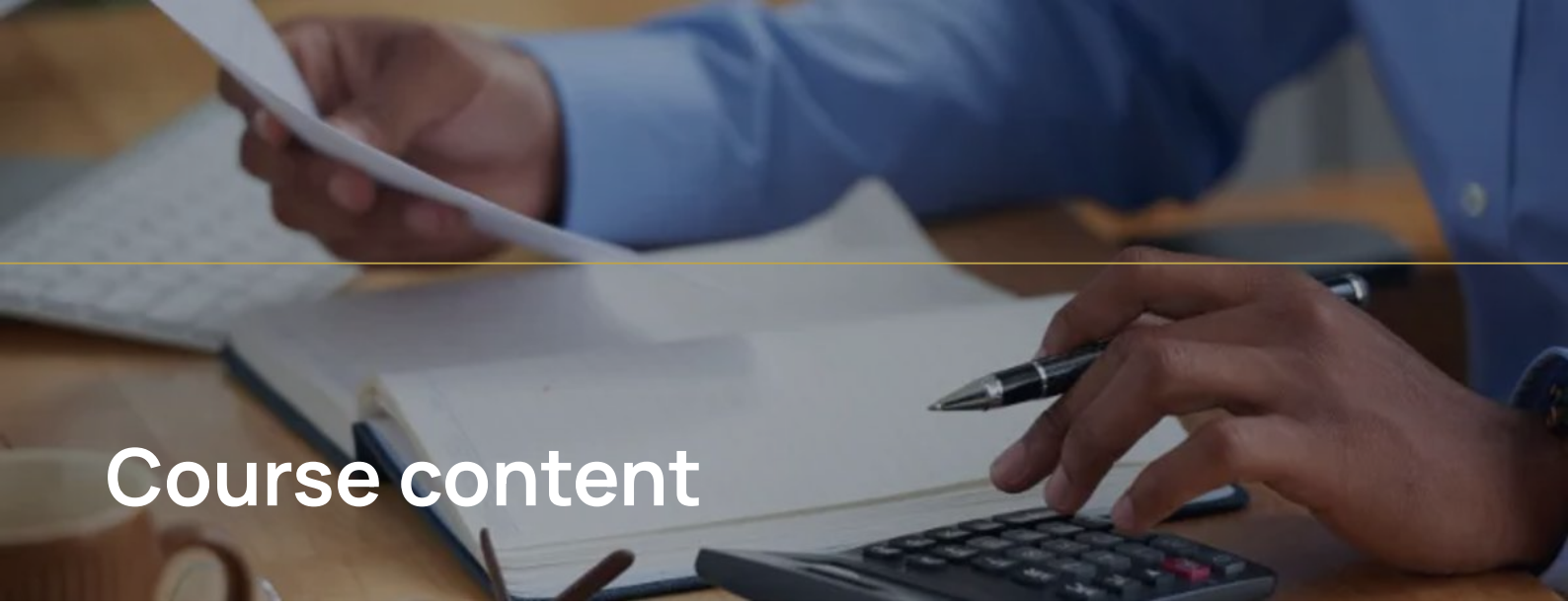
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Paris Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,860.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Rome Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,450.–**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.–**
Istanbul Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,650.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
Amsterdam Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,540.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**



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Dates, venues and fees (continued)

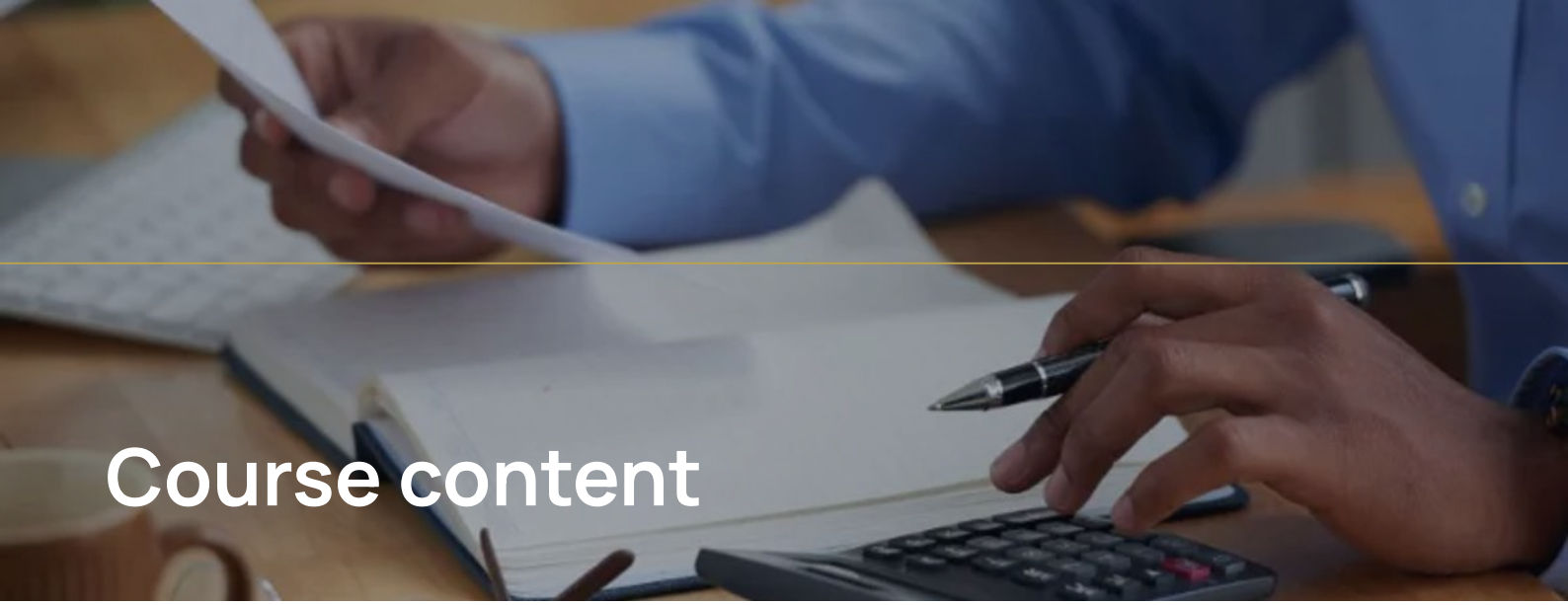
Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,820.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
London Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,450.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Dubai Confirmed dates	13 Sept 2027	17 Sept 2027	**€3,150.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**



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Dates, venues and fees (continued)

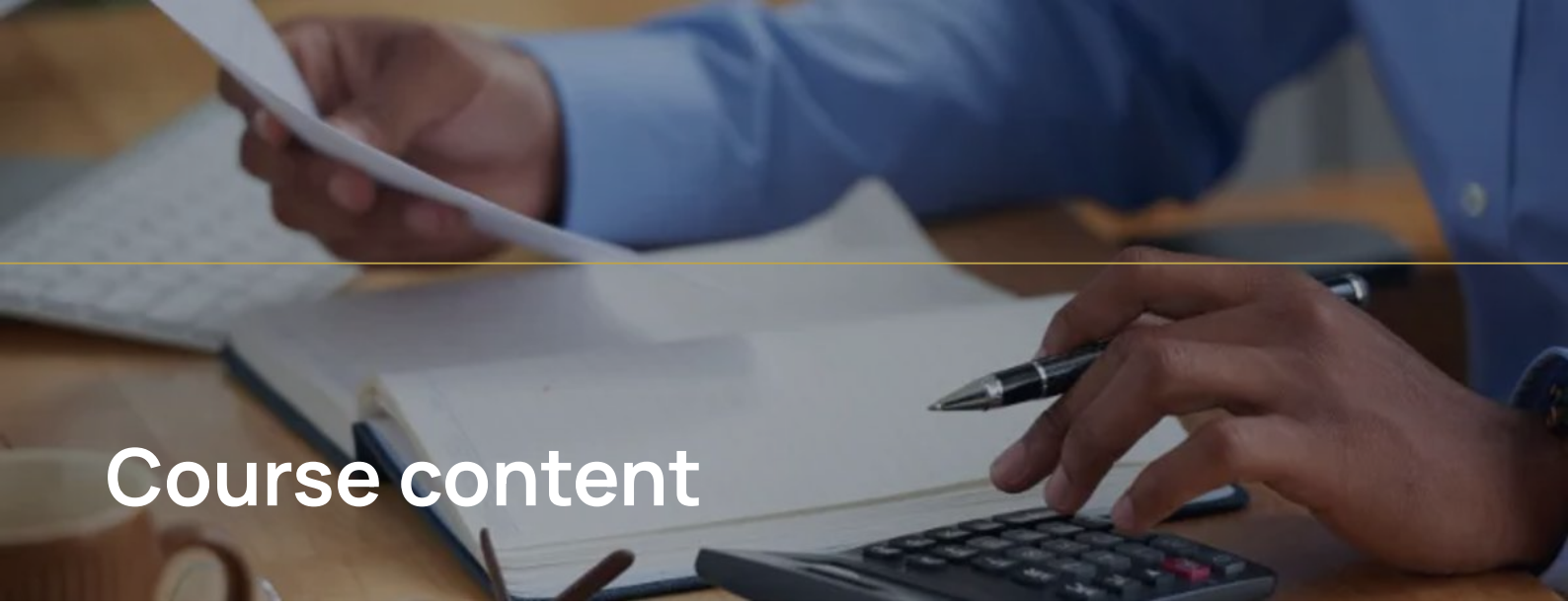
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,450.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Paris Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,860.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Barcelona Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,840.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,650.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,540.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Singapore Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,820.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
London Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**



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Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

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Contact Smart Horizon

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