

Advanced Financial Management Masterclass



with Rob Glenn

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How to create a strong Business Case for all Capital Expenditure

The advanced one-day follow-up... to the popular
"Financial Management and Project Investment Analysis" (FMPIA) course



Presented as a "public" course or "in-house" on site as required

The Advanced FMPIA Masterclass is now available as one-day sequel to *Financial Management and Project Investment Analysis (FMPIA)* course originally delivered by Dr Bernie Verbaan and Mr Rob Glenn. This advanced session has been developed due to request by many FMPIA course attendees.

Pre requisite - This course is *only* open to people who have attended the FMPIA course previously. This includes people who have attended either the course "on-site" or the "public" seminar.

Revision and expansion - It is a dynamic and practical session that initially includes a brief revision of key concepts covered in the previous FMPIA course - Plus then applying those methods in more detail to all types of Capex and Opex justifications and budget applications - including improvement and "payback" projects or service type "enabling" projects. Also includes a comprehensive segment on "Sustaining Capital" and related projects.

Presentation Skills! - a special segment including role play public speaking rehearsals on presentation skills for technical people to present just about anything - including financial justifications and applications.

Large case study workshop - 4 hours of the session is dedicated to all participants workshopping a large, comprehensive case study example on how to develop, write and present a project finance business case. This includes capital budgeting techniques for comparing, ranking and prioritising Capex expenditures for both "payback" and "service" based projects (where financial quantification is difficult) plus "sustaining capital". Methods of "layering up" what if scenarios to help build a case that helps management make quicker and more informed decisions regarding funding approvals.

Project control techniques - the course also includes a solid segment on how to apply ongoing "project financial controls" during and after projects. This includes methods for "post implementation reviews" (PIR), post completion audits (PCA) and to conduct "cost variance analysis" often known as the "earned value" (EV) technique.

Plus personal money! - of course we cover some more personal finance and investment concepts including a further look at shares, property, superannuation and loans.

By invitation only... to previous FMPIA attendees. A one-day event - that will:

- Help you better prepare, create and present applications and business cases for Capex approvals
- More comprehensive software tools for better, clearer justifications and communication
- Provide methods and techniques to help financially justify sustaining, service or enabling projects
- Show how to conduct project financial controls during and after project completion
- Improve your presentation skills - to write, lodge and present budget proposals, reports and more
- Enhance your career - with increased financial awareness, understanding, acumen and skills

A one-day master class - only for previous attendees of the FMPIA seminar

Advanced FMPIA Masterclass

Key Learning outcomes

- To apply in a large case study a more practical skill set in the concepts taught originally in the FMPIA course
- Be able to conduct & prepare higher level financial justifications for all Capex projects – “enabling and payback”
- The knowledge and skills to effectively prioritise, optimise and rank different project and budget options
- Conduct risk analyses in determining likelihood and consequence to assist in non-financial justifications
- Prepare, write and present a solid business case for both Capex and Opex budgets
- Conduct comparative analysis on buy vs lease, contractors’ vs staff, phased vs all at once, postponements etc.
- Be able to apply project financial controls during and after projects including, PIR, PCA and EV techniques
- More knowledge on personal and investment financial concepts

Course Syllabus

Content comprises of 4 chapters including a major case study workshop session on how to apply the techniques in real situation. Workbooks, handouts, software calculators and all materials are provided. The content is delivered in a logical step by step program in a manner that’s easy to remember and easy to apply. New and expanded software spreadsheets are used and provided.

Chapter 1. Revision and expansion of *general* concepts from the FMPIA course

- Review and expand on - the key drivers that influence companies to determine whether expenditures are to be Capex or Opex. How this can change and why.
- General “finance for non-finance people” including income statements and balance sheets
- Clarifying the financial jargon and language most often used in Capex and Opex budget discussions and documentation.
- The “pipeline cash flow concept” to revisit depreciation and its impact on cash flows for capex budgets and justifications.
- Effectively account for and work with the influence or impact of varying KPI’s in different departments.
- Identify between short term and longer term value drivers affecting capital financial decisions.

Chapter 2. Revision and expansion of *specific* concepts from the FMPIA course

- Review and expand on - time value of money, how to do cash flows to justify Capital project funding.
- How to conduct NPV, IRR, capital efficiency ratios and inflation/ indexation of costs.
- Ranking of improvement (payback) based investment proposals using discounted cash flows and NPV, BCR.
- Justifying non payback service/enabling projects such as safety, environment, compliance, HR and IT
- Understanding work based systems, tools and spreadsheets often provided by companies
- Clarify “sustaining capital” definitions, (all in costs, all in sustaining etc.) methods of justifying and ranking for these expenditures for priority
- The “layered incremental” technique for quantifying projects expenditures hard to quantify.
- Setting up a matrix for likelihood and consequence for financial justifications including “run to failure”, “postponement” or “not do it” options.
- Ethics and methods in conducting feasibilities and estimations for capital proposals.

Chapter 3. Case study workshop on preparing a solid business case – including 4 different types of capital project types

- This chapter comprises of a major class exercise and workshop done in pairs or groups initially then coming together as a class to finalise it.
- The objective is to workshop the exercise on how to prepare and present the best business case.
- Hand out and introduce a large case study including 4 various project types – Mutually exclusive and non-mutually exclusive benefits based (payback), service based (non payback) projects.
- Conduct “incremental layered cash flows” and NPV’s, IRR’s, with “what if” scenarios to rank and prioritise.
- Compare and rank buy vs lease, short vs long, big vs small, postponement, not do it at all, run to failure.
- Doing the “identification” instead of “justification” technique for the service based projects – including likelihood and consequence metrics and creating value for priority or cost of delay.
- Writing a full business case proposal – including all components, justifications, addendums and protocols to make the decision making process more efficient.
- Public speaking! – the final part of the exercise is to practice skills for discussions, meetings and formal presentations to deliver the proposal.
- Live class exercises – each participant is required to participate in the creation and presentation of the case.

Chapter 4. Project cash flow control mechanisms and reviews during and after capital project

- A detailed segment on how to apply ongoing “project financial controls” during and after projects.
- This includes how to conduct “post implementation reviews” (PIR), post completion audits (PCA) and the reasons for each option.
- Conducting an exercise in using “Earned Value Analysis” and “Cost Variance Analysis” project control
- Cost and schedule management using estimating, budgeting, control and actuals versus budgeted.

Plus of course! the always popular *personal and investment finance* segments interspersed throughout the day.

Advanced FMPIA Masterclass

Presented by Mr Rob Glenn

Most previous attendees have experienced Rob's unique down to earth delivery style. As an experienced, internationally acclaimed financial presenter he brings a powerful dimension to this course. In this unique and highly engaging style, he presents a practical version to a wide range of people in all facets of industry. The skills and knowledge gained can be applied immediately.

Endorsed by Dr Bernie Verbaan

It is my pleasure to continue to recommend my long-time friend and colleague Mr Rob Glenn. Rob has very successfully delivered the FMPIA course for a good number of years now and has recently developed this Advanced Masterclass for previous attendees. This has been developed as a result of many, many people over the years asking us for such a course. Rob has a wealth of practical knowledge on business, engineering, technical and financial matters and can articulate complex concepts very simply in a manner that almost anyone can understand.

Setting industry standards - the principals and concepts taught in this course have become an accepted industry standard by many the organisations and companies from various industries who utilised these methods and skills over many years.

This course is highly recommended for anyone involved in the utilisation of assets and the expenditure of company money. Technical and production personnel - including Managers, Engineers of all types, Geologists, Project Managers, people in Purchasing, Contracts, Operations and Supervisory staff - it is suitable for all kinds of production and service process type industries, mining, oil & gas, power generation, distribution logistics and manufacturing.

Why it's unique There is no other course in existence with the detail or depth on this particular topic. Rob's delivery technique uses a method referred to as "effortless learning" which ensures most people can learn and remember more in one day than can be normally achieved in a week of standard training. He will always tailor the content, vary the emphasis and deliver the concepts in a style according to the needs of the group - to technical, production and management people at any level and prior knowledge of the subject.

Pricing and registration: Public course fees and in-house course rates: To register, simply email us at admin@tecoa.com.au and we will organise registrations and advise of payment options. The Advanced FMPIA course is by invitation only and as such is not listed on the Tecoa website.

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