FinanceTalking

www.financetalking.com info@financetalking.com +44 (0)1572 717000

Financial & Commercial Skills for Non-Financial People

Tailored in-company training · One-to-one coaching · Open courses · On-demand eLearning · Webinars

Why Us?

The way we do it really works. We have spent years developing practical, interesting, engaging ways for people to learn – and have developed multiple ways to make the learning stick.

Most importantly, people leave our courses with the tools in place to use what they have learnt back at work – and make a difference.

- ✓ We use interactive games and quizzes to simulate real life scenarios, such as budget reviews
- ✓ We have our own very simple business simulation (involving a board and monopoly money) which is a powerful tool for learning how the accounts fit together
- ✓ Wherever possible we use live examples from your own company to bring the learning to life
- ✓ We send you away with practical skills that you can put into practice back at work, ensuring long-lasting learning

> “All the case studies were excellent teaching aids. The balance sheet game was a real winner.”

Some of Our Clients

Allen & Overy | Barclays | Bureau Veritas | Channel 4 | Coveris | DuPont | Femantle | Lloyds Banking Group | SSE | Telefonica | Thomson Reuters | VW | WPP

> “What a fantastic two days. You made it fly by and were adept at dealing with all of us and our individual requests. You have really improved my knowledge and confidence.”

Call Miranda Lane on +44 (0)1572 717000 Or email info@financetalking.com

How We Can Help

Everyone in a commercial organisation and increasingly those in the public sector need to understand the financial impact of their actions and the part they play in helping the board deliver on strategy.

We can help build your team’s commercial and financial acumen. This is not just about being able to read an income statement and balance sheet (although, of course this helps) but it is about understanding the levers that you can pull to improve performance and how they impact on the business as a whole.

Crucially, it is also about understanding the ultimate objectives of your business – often the creation of shareholder value – and how your role fits in.

Being able to understand and speak the language of the boardroom is confidence-enhancing and builds your credibility.

Training Options

- ✓ In-house tailored training – group workshops and individual coaching
- ✓ Open courses – run in small groups in central London
- ✓ Online (standard courses, tailored courses & micro learning)
- ✓ Blended learning (workshops plus online)
- ✓ Pre and post-course testing and formal examinations

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Typical In-House Assignments

BUILDING FINANCIAL ACUMEN

"We need to improve the financial literacy of our divisional MDs so that they can engage fully in the reporting and planning process."

TAKING A COMMERCIAL VIEW

"We're looking to run a practical workshop to help managers use financial insight and commercial skills in investment decision-making and project management."

FINANCE ESSENTIALS FOR BUSINESS LEADERS

"We'd like our business leaders to be able to speak the language of the boardroom, appreciate what drives value in our business and be able to set meaningful targets. As part of this, we would like them to understand key corporate finance concepts such as capital structure, cost of capital, NPV/IRR, return on investment and see how they all fit together."

FINANCE FUNDAMENTALS FOR BUSINESS MANAGERS

"Our business managers need to get to grips with how accountants think and be able to use the language of finance. We also want them to understand and be able to use financial reports – including balance sheets and income statements - confidently and make better business decisions by understanding the financial impact of their actions."

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Programme Menus for Tailored Courses

We usually start the course design process with an analysis of your team's needs. Below you can see a list of the subjects that we cover regularly.

The Big Picture
- Common business structures
- Funding & ownership
- Private equity owners and their expectations
- Stock markets and how they work
- Shares, bonds and bond ratings
- Listed companies – financial calendar
- The importance of managing shareholder expectations
- Share price and why it matters

Corporate Finance Essentials
- Understanding shareholder value
- Capital and cost of capital
- Efficient balance sheets
- The optimum debt-equity mix in theory and in practice
- DCF basics - compounding and discounting

Investment Appraisal
- Concepts and definitions
- Building cash flow models
- Payback periods
- Net Present Values (NPV)
- Internal Rate of Return (IRR)
- Making the business case

Financial Reporting
- Who companies report to internally & externally
- Rules and regulations
- The role of auditors

Accounting Essentials
- Accounting principles and terminology
- How the financial statements fit together
- Key concepts and how accountants think
- Accruals and prepayments
- Depreciation and amortisation
- Capex and opex
- Working capital control

Financial Planning
- Budgets – definitions, examples, difficulties
- When are sales and costs included?
- Forecasting
- Cost types and behaviours
- Variances and other month end issues

Balance Sheet - Assets
- Intangible assets, including goodwill
- Tangible assets and asset efficiency
- The working capital cycle
- Efficiency ratios

Balance Sheet - Funding
- Funding - debt and equity
- Impact of gearing/leverage
- Financial strength ratios

Profitability
- Income statement definitions
- Income statement responsibilities
- Analysing operational profitability
- Understanding margins
- Factors affecting profits volatility
- Adjusted/BAU profit
- Analysing below operating profit
- Earnings per share and dividend policy

Cash Flows
- How profits and cash flows differ
- Operating cash flows
- Investing and financing cash flows
- Free cash flow –definitions and uses
- Cash conversion ratios
- Budgeting and managing cash flows
- Sources of new capital

Financial Analysis
- Key performance indicators
- Comparing performance – tips and pitfalls
- Return on capital calculations
- How other operating ratios fit in
- The link to shareholder value

Company Valuation
- Types of deal and good/bad rationales
- The process - target evaluation, due diligence, negotiation, completion and implementation
- Valuation methodologies compared
- DCF valuation
- Relative valuation
- Key valuation variables
- Valuation in IPO and M&A situations
- Evaluating deals – valuing the benefits

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Open Courses

PRACTICAL, INTERESTING & ENGAGING COURSES

We run our public courses in small groups with experienced tutors who are adept at adjusting the course material to suit the delegates on the day.

Your course will be designed to offer you the chance to experiment with new ideas in supportive environment and make practical links to your day job.

Your tutor will be enthusiastic and knowledgeable, with a talent for making complex concepts simple. And, most importantly, people leave our courses with confidence and the tools in place to use what they have learnt back at work.

MATERIALS & POST-COURSE SUPPORT

You will take away:

- ✓ Access to a virtual classroom with a series of online courses to help you consolidate your learning, including briefing papers & jargon summaries
- ✓ Colour-coded course materials
- ✓ A copy of The FinanceTalking Financial Glossary
- ✓ Email or phone your tutor if you have questions or you'd like to discuss further any concepts covered on the course

EXCELLENT VENUES

We hold our courses at wallacespace in central London. Like us, wallacespace believes that learning needs a stimulating environment that shrugs off the constraints of the typical office.

- ✓ Central London locations within walking distance from mainline stations
- ✓ Airy spaces flooded with natural daylight designed to energise and inspire
- ✓ A wonderful selection of delicious food

Find full course programmes, and book online at www.financetalking.com

Open Course

COMMERCIAL FINANCE FOR NON-FINANCIAL MANAGERS

This two-day course is ideal for business managers who would like to be more financially skilled. Starting from scratch, you'll understand the key financial concepts that are of crucial importance in the boardroom. And we break these concepts down to see what they mean for you in your role. We cover the big picture; how accountants think; how the numbers help you understand performance; budgeting and forecasting; and investment appraisal - everything you need to know to make better business decisions, including all the jargon.

OUTCOMES

- ✓ Understand balance sheets and income statements and use them confidently
- ✓ Contribute effectively to budgets and forecasts
- ✓ Understand key corporate finance concepts such as ROI and cost of capital
- ✓ Be able to evaluate investment proposals using concepts such as NPV and IRR
- ✓ Make better decisions by understanding the financial impact of your actions
- ✓ Be able to speak the language of the boardroom and be able to communicate more effectively with finance professionals

WHAT YOU WILL LEARN

The Big Picture

- Business structures - funding & ownership
- Stock markets, securities
- Issues for listed companies
- Share price and why it matters
- Who companies report to and the role of auditors

Corporate Finance Essentials

- Shareholder value - what it really means
- Capital structure and gearing/leverage
- Cost of capital and introduction to ROI
- The link with corporate strategy

Investment Appraisal

- Concepts, definitions, building models
- Payback periods
- Net Present Values & IRRs
- Making the business case

Accounting Essentials

- Accounting concepts, principles, terminology
- How the financial statements fit together
- Key concepts and how accountants think
- When are sales and costs included?
- Accruals and prepayments, depreciation and capex, capital vs revenue costs

Balance Sheet

- Tangible assets, intangible assets, goodwill
- The working capital cycle
- Asset utilisation/efficiency

Profitability

- Income statement definitions and responsibilities
- EBITDA and other P&L jargon
- Analysing profits

Cash Flows

- Definitions - profits versus cash flows
- Analysing and managing cash flows

Financial Analysis

- Return on investment and other key performance indicators
- Comparing performance - tips and pitfalls

Financial Planning

- Budgets - definitions, examples, difficulties
- Forecasting
- Cost types and behaviours
- Variances and other month end issues
- Reviewing typical reports

Summary and conclusion & how to continue learning

Find full course programmes, dates and book online at www.financetalking.com

Sample Course Programme

FINANCE FOR NON-FINANCIAL MANAGERS INTRO

This one day introductory course, designed for non-financial managers, uses the FinanceTalking accounting game to show you how accounting works. By the end of the day you will have a good understanding of how the income statement (P&L), balance sheet and cash flows fit together. You will appreciate the role of financial management and you will see how to apply your learning to a real company example. We teach in small groups so that you can be sure of individual attention.

OUTCOMES

- ✓ Get to grips with how accountants think and be able to use the language of finance
- ✓ Understand how the key financial statements fit together
- ✓ Appreciate the relationship between profits and cash flows
- ✓ Understand the key drivers of profitability
- ✓ Be able to link the numbers with underlying business activities
- ✓ Gain an understanding of both management information and financial accounts

WHAT YOU WILL LEARN

The Big Picture
- Who owns your business and what do they want?
- The purpose of financial information

Accounting Basics
- The FinanceTalking accounting game
- The key financial statements and what they tell you
- Levels of profits - gross profit, contribution, EBITDA, operating profit etc
- Impact of changing prices and volumes
- Impact of fixed and variable costs
- Capex and opex
- Understanding working capital
- How cash flows through the business

Introduction to Financial Management
- Budgets - definitions, examples and problems
- Using management information
- The role of investment appraisal

Real Company Review
- Reviewing the balance sheet
- Reviewing the income statement
- How is the company performing?

Summary & conclusion
- Jargon review
- How to learn more

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Sample Course Programme

COMMERCIAL FINANCE FOR HR PROFESSIONALS

This two-day workshop is ideal for HR professionals who would like to be more financially skilled. Starting from scratch, you'll understand the key financial concepts that are of crucial importance in the boardroom. And we break these concepts down to see what they mean for you in your role. We cover the big picture; how accountants think; how the numbers help you understand performance and set targets; budgeting and forecasting; and investment appraisal - everything you need to know to engage more effectively with your business partners.

OUTCOMES

- ✓ Understand key corporate finance concepts such as ROI and cost of capital
- ✓ Understand balance sheets and income statements and use them confidently
- ✓ Contribute effectively to budgets and forecasts
- ✓ Be able to evaluate investment proposals using concepts such as NPV and IRR
- ✓ Understand the key drivers of profitability and efficiency and the link with both HR metrics and remuneration
- ✓ Make better decisions by understanding the financial impact of your actions
- ✓ Be able to speak the language of the boardroom and be able to communicate more effectively with finance professionals

WHAT YOU WILL LEARN

The Big Picture
- Business structures - funding & ownership
- Stock markets & securities
- Issues for listed companies
- Share price and why it matters
- Who companies report to and the role of auditors
- Incentive schemes for management & staff

Corporate Finance Essentials
- Shareholder value - what it really means
- Capital structure and gearing/leverage
- Cost of capital and introduction to ROI
- The link with corporate strategy

Investment Appraisal
- Concepts, definitions, building models
- Payback periods
- Net Present Values & IRRs
- Making the business case
- Evaluating outsourcing

Accounting Essentials
- Accounting concepts, principles, terminology
- How the financial statements fit together
- Key concepts and how accountants think
- When are sales and costs included?
- Accruals and prepayments, depreciation and capex, capital vs revenue costs

Balance Sheet
- Tangible assets, intangible assets, goodwill
- The working capital cycle
- Asset utilisation/efficiency

Profitability
- Income statement definitions, responsibilities
- EBITDA and other P&L jargon
- Analysing profits
- Measuring performance from an HR angle

Cash Flows
- Definitions - profits versus cash flows
- Analysing and managing cash flows

Financial Analysis
- Return on investment and other key performance indicators
- Triggers for incentive schemes
- Comparing performance - tips and pitfalls

Financial Planning
- Budgets - definitions, examples, difficulties
- Forecasting
- Cost types and behaviours
- Variances and other month end issues

Summary and conclusion & how to continue learning

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Sample Course Programme

COMMERCIAL FINANCE FOR SALES & MARKETING PROFESSIONALS

This two-day workshop is ideal for sales and marketing professionals who would like to be more financially skilled. Starting from scratch, you'll understand the key financial concepts that are of crucial importance in the boardroom. And we break these concepts down to see what they mean for you in your role. We cover the big picture; how accountants think; how the numbers help you understand performance; budgeting and forecasting; and investment appraisal - everything you need to know to make better business decisions.

OUTCOMES

- ✓ Appreciate the big picture - the impact of economics, how strategy is set and the impact on forecasting
- ✓ Understand key corporate finance concepts such as ROI, the value of brands and marketing investment
- ✓ Contribute effectively to price and volume decisions
- ✓ Understand balance sheets and income statements and use them confidently
- ✓ Contribute effectively to budgets and forecasts and be able to evaluate investment proposals using concepts such as NPV and IRR
- ✓ Be able to speak the language of the boardroom and communicate more effectively with finance professionals

WHAT YOU WILL LEARN

The Big Picture
- Capital markets and funding overview
- Models for analysing industries and products
- Strategic plans – getting involved

Corporate Finance Essentials
- Shareholder value - what it really means
- Cost of capital and introduction to ROI
- Valuation overview and the value of brands
- Essentials of business maths

Investment Appraisal
- Concepts, definitions, building models
- Payback periods
- Net Present Values & IRRs
- Making the business case
- Evaluating marketing investment

Accounting Essentials
- Accounting concepts, principles, terminology
- How the financial statements fit together
- Key concepts and how accountants think
- When are sales and costs included?
- Accruals, prepayments, depreciation, capex, capital vs revenue costs
- Treatment of marketing and brands
- The impact of price and volume

Balance Sheet
- Tangible assets, intangible assets, goodwill
- Assessing customers/suppliers
- The working capital cycle
- Asset utilisation measures (DSO etc)
- Customer terms and impact on cash flow

Profitability
- Income statement definitions
- EBITDA and other P&L jargon
- Analysing profits
- How profits convert to cash
- Pricing products and services

Financial Planning
- Budgets - definitions, examples, difficulties
- Forecasting
- Cost types and behaviours
- Variances, phasing & month end issues
- Reviewing typical reports

Financial Analysis
- Return on investment and other key performance indicators
- How financial and non-financial metrics fit together, benefits of a balanced scorecard
- Comparing performance - tips and pitfalls

Summary and conclusion

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Sample Course Programme

STRATEGIC & COMMERCIAL FINANCE FOR BUSINESS LEADERS

Starting with a brief recap, we break down the drivers of shareholder value to understand what they mean for strategy and for you in your leadership role. From this two-day course, you will take away the skills you need to engage fully in strategic discussions and corporate finance decisions, enabling you to contribute effectively to your organisation's financial decision-making processes.

OUTCOMES

- ✓ Understand the big picture – what shareholder value really means and how this feeds through to strategy and investment decision-making
- ✓ Appreciate the impact of the economic environment and how this might impact strategy and risk management
- ✓ Gain an overview of whole company valuation for listed and private companies and in M&A situations
- ✓ Be able to identify key performance indicators, appreciate how they drive the business and see how to set appropriate targets
- ✓ Further develop your practical financial management skills

WHAT YOU WILL LEARN

The Big Picture
- Capital markets and funding overview
- Impact of macro-economics
- Models for assessing strategy and risk analysis
- Strategic plans – getting involved
- Management's task

Corporate Finance Essentials
- Creating value – what it really means
- Capital structure and cost of capital
- Return on investment (ROI)

Accounting Essentials Recap
- Accounting concepts & terminology
- Understanding financial statements

Financial Analysis
- Reminder of key measures and how they fit together
- Review of typical financial information
- Seeing through the eyes of shareholders
- Seeing through the eyes of lenders
- Management's perspective on financial information and how to set appropriate targets for your team

Financial Management
- Getting the best from budget negotiations
- Budget reviews – how to come prepared

Financial Management (continued)
- Using financial information to make business decisions
- How to get the most out of monthly financial reviews
- Communicating effectively using financial information

Making a Business Case
- Investment appraisal principles revisited
- Developing and checking your model
- Making the business case – the link to strategy
- Presenting and challenging the business case

Evaluating Business Value
- Company valuation overview
- DCF valuation – inputs and problems
- Cross checks using multiples and market values
- Valuation in different circumstances
- Scenarios - what changes value?

Strategy Revisited
- Scenarios – what if…?
- How can you contribute?

Summary and conclusion and how to continue learning

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Learn Online In Your Own Time

We design and produce our online courses in-house, so you'll find the same approach, experienced tutors and colour-coded materials that you may have already experienced on our other courses.

- ✓ Use our online courses as a standalone or as a pre-course requirement to ensure that all delegates are starting from the same point
- ✓ We can tailor the courses to meet your learning needs, including micro-learning / coffee-break courses
- ✓ Our online courses are web-based, so you can do them whenever and wherever you like. You simply need a phone, tablet or PC with speakers or headphones and an internet connection
- ✓ We use visuals, audio and plenty of interactivity to keep you interested and alert. You can control the pace and recap at any point. All courses come with a briefing paper for you to download and keep
- ✓ If you have questions or you'd like to discuss any aspect of the course, you are welcome to email or phone your tutor.

Concise Online Courses

Our essentials courses are designed to take 2-3 hours each including a final quiz. Specialist short courses take an hour or slightly less.

Essentials Courses

- The Basics of Business Finance
- Budgeting & Forecasting
- Investment Appraisal
- Understanding Shareholder Value
- Introduction to Companies, Funding & the Capital Markets

Specialist Short Courses

- Initials Public Offers
- Rights Issues
- Adjusted Profits
- Understanding Cash Flows
- Leverage and How Much is Too Much?
- Understanding DCF Valuation
- Understanding Valuation Using Multiples
- Evaluating M&A from a Financial Point of View
- How to Analyse a Company (Coffee Break)

Find full course programmes, and book online at www.financetalking.com

FinanceTalking Tutors

Your tutor will be enthusiastic and knowledgeable with a talent for making complex concepts simple. We all love what we do and our clients tell us it shows.

MIRANDA LANE

Miranda, a Chartered Accountant, worked in investment banking and Investor Relations/Financial PR consultancy before pursuing a career in financial training. Her particular interest is course design - developing courses that get the best out of people and work for a full range of learning styles. Miranda founded FinanceTalking in 2000.

"Miranda was brilliant – great pace, broke things down into bite size chunks."

HELEN VARLEY

Helen, a Chartered Accountant by training, was formerly director of group accounting developments at Unilever. She has first class operational experience in a range of sectors and her corporate background gives her a good insight into the practical issues surrounding accounting and reporting. As well as teaching, Helen also consults on financial reporting.

"Energy, enthusiasm & very engaging style. Helen made the topic come alive."

DAVID YATES

David qualified as a solicitor and worked for Linklaters & Paines, specialising in capital markets and corporate law. He worked in corporate finance at Robert Fleming in London and Australia and then in Financial PR, specialising in the Life Sciences sector. David's deep knowledge of and interest in the financial markets and experience of advising companies in M&A and IPO situations helps him bring finance to life.

"David is an excellent teacher – easily the best financial tutor I have had."

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