QUEST
Professional Center

PROFESSIONAL TRAINING COURSE

Course No. 1439

Integrating Budgeting, Forecasting & Business Planning Training Course

BUDGETING, FORECASTING & COST MANAGEMENT
FINANCE, INVESTMENT & BANKING

DURATION
5 Days

DELIVERY
Classroom

Course Overview

The Integrating Budgeting, Forecasting & Business Planning Training Course provides an advanced and practical framework for connecting budgeting, financial forecasting, and business planning into one integrated management process. The course is designed to help organizations move beyond isolated annual budgeting toward a more dynamic approach that links strategy, operational priorities, financial resources, performance expectations, and future business scenarios. This integration strengthens management visibility and supports more informed financial and strategic decisions.

Effective business planning requires organizations to understand where they are today, where they intend to go, and what financial and operational resources will be required to achieve their objectives. Budgeting translates strategic and operational priorities into financial commitments, while forecasting provides a forward-looking view of expected performance and changing conditions. The course examines how these disciplines can work together to improve resource allocation, financial control, performance management, liquidity planning, and organizational responsiveness.

The program covers the complete planning cycle, including strategic planning, business plan development, budgeting, forecasting, financial modeling, operational planning, performance measurement, and management reporting. Participants will explore how to translate strategic objectives into measurable business drivers, financial assumptions, budgets, forecasts, and performance targets. Particular attention is given to the alignment of operating plans with financial plans so that management can assess whether strategic priorities are financially achievable and operationally realistic.

A major focus is placed on forecasting techniques and dynamic planning. Participants will examine rolling forecasts, driver-based forecasting, scenario planning, sensitivity analysis, variance analysis, and forecast revisions. The course demonstrates how organizations can use actual performance data, market developments, operational indicators, and changing assumptions to update forecasts and identify emerging opportunities or risks before they materially affect organizational performance.

Through practical exercises, planning case studies, budget development workshops, forecasting scenarios, performance analysis, and executive decision-making activities, the Integrating Budgeting, Forecasting & Business Planning Training Course develops capabilities that can be applied across finance, strategy, operations, procurement, project management, and business leadership. The program is suitable for government entities, ministries, public sector organizations, banks, financial institutions, oil and gas companies, large corporations, and professionals responsible for planning, financial performance, and strategic execution.

Objectives

- Analyze the relationship between strategic planning, business planning, budgeting, forecasting, and performance management during the course.
- Develop integrated business plans that connect strategic objectives, operational activities, financial resources, and measurable outcomes.
- Evaluate business drivers and translate them into realistic financial assumptions for budgeting and forecasting.
- Design budgeting frameworks that align financial resources with strategic priorities and operational requirements.
- Apply driver-based forecasting, rolling forecasts, and scenario planning to improve financial responsiveness.
- Assess budget and forecast variances and identify the operational, financial, and market factors causing performance deviations.
- Develop alternative business and financial scenarios to evaluate potential opportunities, constraints, and risks.
- Improve the integration of financial forecasts with revenue planning, cost management, cash flow, capital expenditure, and resource requirements.
- Apply performance indicators and management reporting techniques to monitor progress against business plans, budgets, and forecasts.
- Strengthen cross-functional coordination between finance, operations, strategy, procurement, projects, and executive management.
- Implement practical processes for reviewing, updating, and revising business plans and financial forecasts as conditions change.
- Align integrated planning practices with long-term financial sustainability, organizational performance, and strategic execution.

Who Should Attend

This course is designed for professionals working in financial planning, budgeting, management accounting, corporate finance, strategy, business planning, performance management, operations, and corporate development. It is particularly relevant to Budget Managers, Financial Planning Managers, Management Accountants, Financial Analysts, Business Planning Specialists, Strategy Professionals, Performance Management Managers, Finance Managers, Business Unit Managers, and professionals responsible for coordinating financial and operational plans.

The program is also suitable for Chief Financial Officers, Finance Directors, Heads of Planning, Strategy Directors, Business Unit Leaders, Executive Directors, and senior decision makers responsible for resource allocation, business performance, strategic execution, financial planning, and organizational growth. Professionals working in government entities, ministries, public sector organizations, banks, financial institutions, oil and gas companies, infrastructure organizations, and large corporations can benefit from the integrated planning frameworks covered in the course.

The course is particularly valuable for professionals involved in annual business planning, budgeting cycles, rolling forecasts, financial performance reviews, strategic planning, management reporting, resource allocation, capital planning, and performance improvement initiatives. It also provides value for procurement, project management, operations, risk management, and internal audit professionals who need to understand how their functional plans interact with the organization’s broader financial and strategic planning process.

Learning Outcomes

- Explain how strategic planning, business planning, budgeting, forecasting, and performance management should operate as an integrated management process.
- Develop business plans that connect strategic objectives with operational activities, financial resources, and measurable performance targets.
- Identify and analyze key business drivers that influence revenue, costs, cash flow, profitability, capacity, and resource requirements.
- Build integrated budgets that reflect operational plans, strategic priorities, and realistic financial assumptions.
- Develop rolling forecasts that incorporate actual performance, changing assumptions, and emerging business conditions.

- Apply driver-based forecasting and scenario analysis to improve the quality and flexibility of financial planning.
- Analyze budget-to-actual and forecast-to-actual variances and identify root causes and appropriate management responses.
- Develop alternative scenarios to evaluate business opportunities, financial constraints, market changes, and potential risks.
- Integrate operating forecasts with cash flow, capital expenditure, workforce, procurement, and resource planning.
- Prepare management reports and performance indicators that support timely decision making.
- Establish practical processes for reviewing, updating, and revising business plans and forecasts throughout the planning cycle.
- Prepare an integrated business planning framework that supports strategic execution, financial sustainability, and organizational performance.

Course Outline

DAY 01

Strategic Business Planning and Integrated Planning Foundations

- Role of business planning in organizational strategy and performance management
- Relationship between strategic objectives, business plans, operating plans, budgets, and forecasts
- Translating strategic priorities into measurable business objectives and financial targets
- Business drivers, critical assumptions, and key planning variables
- Business unit planning, departmental planning, and enterprise-wide coordination
- Linking market conditions, customer demand, operational capacity, and financial expectations
- Planning responsibilities, governance, approval processes, and accountability
- Establishing a common planning calendar and integrated planning framework

PRACTICAL APPLICATION

Develop an integrated business planning framework linking strategic priorities, operating initiatives, financial resources, and performance targets

DAY 02

Budget Development and Financial Planning Integration

- Principles of effective operating and financial budgeting
- Revenue, cost, workforce, capital expenditure, and cash flow budgeting
- Driver-based budgeting and activity-based planning
- Linking operational volume, pricing, productivity, and resource assumptions to financial outcomes
- Departmental and business unit budget development
- Capital and operating expenditure planning
- Working capital and liquidity considerations within the budgeting process
- Budget governance, challenge processes, approvals, and accountability

> **PRACTICAL APPLICATION**
>
> Build an integrated operating and financial budget based on business drivers and strategic objectives

DAY 03

Forecasting, Rolling Plans and Scenario Management

- Principles of financial forecasting and forecast accuracy
- Forecasting methods and selection of appropriate forecasting approaches
- Driver-based forecasting and operational forecasting models
- Rolling forecasts and continuous financial planning
- Updating forecasts using actual results and changing business conditions
- Scenario planning for growth, cost pressures, market changes, and resource constraints
- Sensitivity analysis and assessment of key planning assumptions
- Forecast risk, uncertainty, and management response mechanisms

> **PRACTICAL APPLICATION**
>
> Develop a rolling forecast and construct multiple business scenarios to assess their financial and operational implications

DAY 04

Performance Management, Variance Analysis and Management Reporting

- Budget-to-actual and forecast-to-actual performance analysis
- Revenue, cost, margin, productivity, cash flow, and capital expenditure variances
- Root-cause analysis of significant performance deviations
- Identifying controllable and uncontrollable factors affecting results
- Performance indicators for financial and operational monitoring
- Management dashboards and executive reporting
- Corrective actions, reforecasting, and resource reallocation
- Linking performance reviews to business plan updates and strategic priorities

> **PRACTICAL APPLICATION**
>
> Analyze a set of budget and forecast variances and prepare an executive performance report with corrective recommendations

DAY 05

Integrated Planning Governance, Decision Making and Implementation

- Integrating business planning, budgeting, forecasting, and performance management
- Strategic resource allocation and competing business priorities
- Advanced scenario planning for uncertainty and changing market conditions
- Planning for cash flow, capital investment, workforce, procurement, and operational capacity
- Governance of the planning process and executive accountability
- Cross-functional coordination between finance, strategy, operations, procurement, and project teams
- Continuous improvement of planning processes and forecast quality
- Using integrated planning information to support executive and investment decisions
- Establishing a sustainable planning culture across the organization

DAY 05 — CONTINUED

> **FINAL WORKSHOP**
>
> Develop and present a fully integrated business planning framework covering strategic objectives, operational plans, budgeting, forecasting, scenarios, performance indicators, governance, review cycles, and executive decision-making

Register or Request More Information

Course page: https://quest-training.com/courses/integrating-budgeting-forecasting-business-planning-training-course
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