

March 21 – 23, 2012 | Dallas, TX

BUDGETING & FORECASTING



Assemble a Set of Transformational Planning,
Budgeting & Forecasting Practices *Summit*

Engage in a Dynamic Learning Environment and Receive Expert Guidance on How to:

EMPLOY Best Practices for Rolling Forecast Design and Implementation

CREATE the Case for, Communicate, and Manage Transformational Change

SET Targets that Effectively Align Company Performance and Compensation

LINK Strategic Planning, Budgeting, and Forecasting for Performance Optimization

ALIGN Rolling Forecasts to Operating Cycles for More Value-Added Insight and Decisions

APPLY Driver-Based Planning Practices for Faster, More Flexible Budgeting & Forecasting

Presented in association with:



Earn up to 20 CPE Credits

ASMIweb.com/Budgeting

BUDGETING & FORECASTING

Summit

WHO

Should Attend?

BUDGETING & FORECASTING

is designed for senior level managers and team leaders who need up-to-date tools, practices, and techniques to address today's business issues. This program is applicable for the following functions:

- Chief Executive Officers
- Chief Financial Officers
- Managing Directors
- General Managers
- Financial Accountants & Controllers
- Management Accountants
- Finance Directors & Managers
- Business Analysts & Managers (FP&A, SP&F)
- Budgeting Managers

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Why **BUDGETING & FORECASTING** *Now?*

Efficiency and effectiveness of the annual budgeting process and forecasting performance are two of the top priorities for organizations today. Organizations are realizing that new budgeting & forecasting practices are needed in order to address such priorities in an effort to optimize performance and execute strategy. Yet, the majority of them do not know how to go about utilizing tools and practices such as rolling forecasts and driver-based budgeting to supersede traditional budgeting approaches. It is imperative that organizations obtain this knowledge now to ensure sustainable performance and agility into the future.

How Will the **BUDGETING & FORECASTING** *Summit Help You?*

Organizations must be more efficient, effective, and flexible so they can adapt to changing environmental conditions. This summit will provide the methodologies necessary to establish a well-defined budgeting & forecasting process that lends itself to improved performance and strategy execution. The leading practices that will be shared throughout the event will provide a performance management framework based on best-in-class approaches to planning, budgeting, and forecasting. Our experts will share timely and accurate information that will help create the case for change and improved performance at your organization.



Dear Professional:

In an environment of continuous change, many would agree that traditional budgeting practices rarely deliver much value. The process often takes too long, requires multiple reiterations, and does not perpetuate the nimble, more flexible attributes of a comprehensive planning, budgeting, and forecasting process. Furthermore, current practices do not provide the deep, progressive insight necessary for effective performance management and strategy execution. As one would imagine, these pain points are prevalent across most organizations.

So, what practices and tools can be leveraged in your planning, budgeting, and forecasting frameworks to address such issues? At the Budgeting & Forecasting Summit, you will engage with experts who will discuss— among other topics— tools and methodologies for aligning operational and strategic plans, driver-based budgeting, and the integration of cost-effective rolling forecasts. The Speakers will provide profound insight on how other companies are applying these practices and share different approaches to implementing them at your organization. Our goal is to help you learn and troubleshoot how to create value, optimize performance, and execute strategy through an effective planning, budgeting, and forecasting process.

The Budgeting & Forecasting Summit is a timely event that will provide information vital to your organization’s performance. The diverse perspectives and experiences that will be shared will affect how you approach budgeting & forecasting moving forward. We encourage you to find the time to join us in Dallas for an outstanding event!

Best Regards,

Try L. Muller
Sr. Program Director, ASMI

TOP 5 *Reasons to Attend:*

- | | | | | |
|--|--|--|--|---|
| ALIGN
strategic, operational, and financial objectives and decisions | APPLY
leading practices that will improve and optimize corporate performance | ENHANCE
your planning, budgeting, and forecasting capabilities | ROLLOUT
advanced planning processes to improve data accuracy and decisions | UTILIZE
budgeting and forecasting as a catalyst to strategy execution |
|--|--|--|--|---|

AGENDA AT-A-GLANCE

MARCH 21, 2012

8:00	Registration & Continental Breakfast
9:00	Workshop Begins: Developing Effective Rolling Forecast Capability
10:20	Break and Refreshments
10:30	Workshop Resumes
1:00	Lunch Break
3:00	Workshop Adjourns

MARCH 22, 2012

8:00	Registration and Continental Breakfast
8:30	KEYNOTE ADDRESS AND OPENING REMARKS BY SUMMIT CHAIRMAN: A New Approach to Performance Management: Creating an Effective Budgeting & Forecasting Process
9:40	Break & Refreshments
9:45	PANEL DISCUSSION: Finding a Balance between Target Setting and the Alignment of Incentives to Performance
10:55	Break & Refreshments
11:00	Achieve Superior Performance through Driver Based Budgeting and Planning
12:10	Networking & Lunch Break
1:10	Employ Best Practices for Rolling Forecast Design and Implementation
2:20	Break & Refreshments
2:25	The Planning Maturity Curve: Where Are You? Where Do You Want to Be?
4:25	Day 1 Adjourns
4:30	Networking Reception

MARCH 23, 2012

8:15	Summit Registration and Continental Breakfast
8:50	Opening Remarks by Summit Chairman
8:55	KEYNOTE ADDRESS: Designing a World Class FP&A Operating Model for Business Transformation
10:00	Break & Refreshments
10:05	Performance Optimization: Identify and Establish the Right Metrics to Align Strategic, Operational, and Financial Plans
11:05	Break & Refreshments
11:10	Leverage Financial Dashboards for Improved Insight and Decision-Making
12:10	Networking & Lunch Break
1:10	Apply Cost and Profitability Analytics to Support Effective Planning and Forecasting
2:10	Break & Refreshments
2:15	Communication, Understanding, and Change Management—Keys to Success
3:20	WRAP-UP: Practical Applications for Improved Performance Management
3:30	Summit Adjourns



WORKSHOP:

March 21, 2012

Pre-Summit Workshops are practical, supplementary application sessions that incorporate tools, techniques, and methods that will be reinforced during the event. Participants will obtain a further understanding of how to use newly acquired tools and cutting-edge strategies to improve strategic planning and financial management performance. Through group exercises and scenario-based learning, you'll walk away with the expertise and resources needed for immediate and practical application. Enrollment space is limited, so registered today to reserve your place.

8:00 Registration & Continental Breakfast

9:00 **Developing Effective Rolling Forecast Capability**


Being able to forecast financial information over time will help your organization identify previously unseen trends and predict fluctuations. With the right tools, key business drivers such as market conditions, performance measurements, customer demographics, and marketing activities can be tracked to help uncover these trends and to recognize what to look for. Developing measurements and metrics for various business factors can be incorporated into your forecasting models for improving results. In this dynamic, hands-on workshop, you will gain information on how to:

- Develop a vision for budgeting and forecasting as a key capability
- Analyze performance gaps in your current process
- Design an effective planning and forecasting process that meets the strategic goals of your company
- Build a driver-based approach to forecasting and planning
- Manage changes in the forecast

Mitch Max – CEO, Virtual Profit Solutions, ASMI Sr. Fellow

3:00 Workshop Adjourns

“Good presentation with applicable tactics to take and implement the concepts in our own situations.” – C, CONTROLLER, MOPS INTERNATIONAL



DAY ONE:

March 22, 2012

8:00 Registration and Continental Breakfast

8:30 **KEYNOTE ADDRESS AND OPENING REMARKS BY SUMMIT CHAIRMAN**

A New Approach to Performance Management: Creating an Effective Budgeting & Forecasting Process

An overwhelming number of professionals experience high levels of frustration regarding the duration, inaccuracies, and inadequacies of their budgeting process. The inability to establish this process as the foundation for performance management significantly inhibits the effectiveness of operational plans and creates an organizational rigidity that renders them incapable of adapting to frequent environmental changes. So, what constitutes an effective budgeting & forecasting process? What attributes do high performing organizations exhibit? Our keynote presenter will examine common pain points and identify, based on new research, the good habits of an effective budgeting & forecasting process.

Mitch Max –CEO, Virtual Profit Solutions, ASMI Sr. Fellow

9:40 Break & Refreshments

9:45 **PANEL DISCUSSION**

Finding a Balance between Target Setting and the Alignment of Incentives to Performance

Does your target setting create a culture of “sandbagging” or performance optimization? Traditional budgeting practices typically establish inflexible targets that results in managers “protecting their turf” and earning a bonus as opposed to focusing on the performance of the organization. In order to optimize performance, companies must develop a more adaptive method to determining managers’ contribution to the organization. Doing so will help to eliminate the conflict of interest between goal setting and individual rewards. During this panel discussion, you will have the opportunity to discuss the following key issues:

- Aligning incentives to metrics that show the value created
- How to establish relative targets to avoid pitfalls created by fixed targets
- Transforming goals from arbitrary financial numbers to more operational objectives
- The relative performance indicators that can be used to gauge and evaluate managers’ contributions
- Increasing accountability and transparency for everyone’s impact on performance

John Sanchez –Managing Director, FPA Group

Sid Ghatak –President, Rolling Forecast International, Ltd.

Mitch Max – CEO, Virtual Profit Solutions, ASMI Sr. Fellow

11:00 Break & Refreshments

DAY ONE, *continued*

11:10 **Achieve Superior Performance through Driver Based Budgeting and Planning**

- Gain better insight on future performance and make more accurate, value-added decisions
- Identify cause and effect relationships to assume corrective action for negative performance
- Rapidly assess the financial impact of different business scenarios
- Experience reduced time and cost in reforecasting— turning more focus to acting on forecast data

John Sanchez – Managing Director, FPA Group

12:15 Networking & Lunch Break

1:15 **Employ Best Practices for Rolling Forecast Design and Implementation**

- Determine the level of detail to compare forecasts to actuals
- Decide on reforecast frequency and how far to look into the future
- Use continuous rolling forecasts to gain visibility and coordination aligned with operation cycles
- Identify and use key business drivers for better forecasting data and results
- Continuously update operational plans to account for changing business conditions

Sid Ghatak – President, Rolling Forecast International, Ltd.

2:15 Break & Refreshments

2:20 **The Planning Maturity Curve: Where Are You? Where Do You Want to Be?**

In this fast paced and often humorous workshop, Rand and Ben analyzed the five levels of planning maturity—no planning, seat of the pants, budgeting, forecasting and agile planning. The presentation is based on Alight's adaptation of the Capability Maturity Model first developed at Carnegie Mellon University. Not surprisingly, the goals, processes and requirements for each type of planning vary including effectiveness in resource planning and impact on decision making.


The workshop includes a company case study of Agile Planning™, a new methodology for real time collaboration and scenario analysis now being used by many organizations for overhauling their stagnant and over-politicized planning processes. Also, Rand and Ben will perform a fun simulation of a real time agile planning session.

Rand Heer – CEO, Alight Planning

Ben Lamorte – VP of Marketing, Alight Planning

4:20 Day 1 Adjourns

4:30 Networking Reception



DAY TWO:

March 23, 2012

8:15 Summit Registration and Continental Breakfast

8:50 **Opening Remarks by Summit Chairman**

Mitch Max – CEO, Virtual Profit Solutions, ASMI Senior Fellow

8:55 **KEYNOTE ADDRESS**

Designing a World Class FP&A Operating Model for Business Transformation

Finance is emerging as a pivotal function that acts as a promising lever for business transformation. The concept of finance transformation focuses on leveraging financial capabilities to improve performance and create a greater impact on strategy formulation and execution. A strong operating model for financial planning and analysis ensures that strategy effectively translates into action. Developing this model requires that finance be understood as a steward, operator, strategist, and catalyst to company performance. Today's keynote speaker will share with you the importance of aligning strategic, operational, and financial decisions and how to put together an FP&A operating model that achieves world-class performance.

Mark Lack – Planning & Financial Analysis Manager, Mueller, Inc.

10:00 Break & Refreshments

10:05 **Performance Optimization: Identify and Establish the Right Metrics to Align Strategic, Operational, and Financial Plans**

- Establish the most relevant and telling KPI's to gauge performance
- Apply metrics that address both short- and long-term strategic objectives across each major CPM function
- Utilize performance measurement to allocate resources to high-value initiatives

Larry Williams – Former Director of SP &F, Cooper Tire

11:05 Break & Refreshments

DAY TWO, *continued*

11:10 **Leverage Financial Dashboards for Improved Insight and Decision-Making**

- Easily monitor, analyze and drill down into financial data to identify trends
- Make quicker decisions about financial performance with clear metrics and data
- Seamlessly execute financial reports despite the broadening of metrics used to determine financial success

Larry Williams – Former Director of SP &F, Cooper Tire

12:10 Networking & Lunch Break

1:10 **Apply Cost and Profitability Analytics to Support Effective Planning and Forecasting**

- Is your business strategy based on appropriate Cost and Profitability Analytics?
- Examine emerging best practices in developing and using cost and profitability analysis
- Analyze profitability to create action in performance improvement
- Leverage budgeting and forecasting to drive efficient resource allocation

Mitch Max – CEO, Virtual Profit Solutions, ASMI Sr. Fellow

2:10 Break & Refreshments

2:15 **Communication, Understanding, and Change Management—Keys to Success**

- Develop a change road map to identify change agents and inhibitors (Interactive Exercise)
- Communicate and create the business case for such a change to foster buy-in
- Identify the change initiative most vital to performance improvement and leverage it to broaden the change effort

Sid Ghatak –President, Rolling Forecast International, Ltd.

3:20 **Wrap-Up: Practical Applications for Improved Performance Management**

Mitch Max – CEO, Virtual Profit Solutions, ASMI Sr. Fellow

3:30 Summit Adjourns

“This program covers relevant topics, very thorough.”

– M, VP, FINANCE, MAHARAM

SPONSORSHIP *Opportunities:*

As a conference and training provider, The American Strategic Management Institute is an expert in bringing together leaders to share and discuss best practices and innovations. We connect decision-makers with respected solution providers.

ASMI offers four different pre-designed sponsorship packages:

- Event Co-Sponsor
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FOR MORE INFORMATION ON SPONSORSHIPS or to get started, contact Andrew Goodwin at 202-739-9707 or email Andrew.Goodwin@ASMIweb.com.

IN-HOUSE TRAINING

One of the more popular vehicles for accessing the Institute's educational offerings is the delivery of on-site trainings and management facilitations. Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. Whether you require training for a small group or for an organization-wide initiative, the advanced learning methods employed by the Institute will create an intimate training atmosphere that maximizes knowledge transfer to enhance the talent within your organization.

CUSTOMIZATION

We realize that not all obstacles can be overcome by applying an "off-the-shelf solution". While many training providers will offer you some variation of their standard training, the Institute's subject matter experts will work with you and your team to examine your programs and determine your exact areas of need. The identification of real life examples will create a learning atmosphere that resonates with participants while at the same time providing immediate return on your training investment. Using interactive exercises that employ actual projects or scenarios from your organization, instructors can address specific challenges and align the curriculum of each session to your objectives. While the majority of on-site trainings are focused on smaller groups, the Institute also has the ability to accommodate organizational-wide training initiatives. Utilizing multiple instructors, the Institute has the capacity to deliver courses to groups of up to 300 participants per day.

AREAS OF EXPERTISE

On-site delivery of single courses, certification programs and entire packages of specialized courses are available in the following areas:

- Strategic Planning
- Performance Measurement
- Project Management
- Lean Six Sigma
- Workforce Management
- Budgeting and Forecasting
- Contracting
- Performance Reporting
- Program Evaluation
- Administrative Management
- Change Management
- Balanced Scorecard

FOR MORE INFORMATION ABOUT IN-HOUSE TRAINING OPTIONS AVAILABLE TO YOU, please contact **Jennifer Mueller** at 202-739-9619 or email her at Jennifer.Mueller@PerformanceInstitute.org.

LOGISTICS & REGISTRATION

Venue and Hotel

The **BUDGETING & FORECASTING SUMMIT 2011** will be held will be held at The Renaissance Dallas Hotel in Dallas, Texas.

A limited number of rooms have been reserved at The Renaissance Dallas Hotel at the prevailing rate of \$113. This rate is based on the Government Per Diem and the discounted rate is only secured up until 3 weeks prior to the start of the event. Therefore, please call the hotel 3 weeks prior to secure the rate. When calling the hotel please reference The American Strategic Management Institute and the name of the event "Budgeting & Forecasting" when making reservations to get the discounted rate.

Renaissance Dallas Hotel
2222 Stemmons Freeway
Dallas, TX 75207
Phone number: 1-214-631-2222

***To register online, please visit www.ASMIweb.com/Budgeting and click on the Venue and Hotel tab.**

Tuition

The tuition rate for attending the **BUDGETING & FORECASTING SUMMIT 2011** is as follows:

Pricing	Expires January 20	Expires February 17	Closing
Training	\$1499	\$1649	\$1799
Workshop	\$99	\$199	\$299

For more information on the early bird rate or group discounts, please contact **Andrea DiRaddo** at **202-739-9601** or email her at **Andrea.DiRaddo@ASMIweb.com**.

CPE Credits



Delivery Method: Group-live
Program Level: Basic
Prerequisites: None
Advanced Preparation: None

CPE Credits: 14 for conference, 6 for workshop

SPONSOR ORGANIZATION NAME AND SPONSOR ID NUMBER:
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QUALITY ASSURANCE:

The American Strategic Management Institute (ASMI) strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

ASMI: Quality Assurance
805 15th Street, NW, 3rd Floor
Washington, DC 20005

Note: As speakers are confirmed six months before the event, some speaker changes or topic changes may occur in the program. The Institute is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program.

If for any reason ASMI decides to cancel this conference, ASMI accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

DISCOUNTS & PAYMENT:

- All 'Early Bird' Discounts must require payment at time of registration and before the cut-off date in order to receive any discount.
- Any discounts offered whether by ASMI (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.
- Discounts cannot be applied retroactively.

Payment must be secured prior to the conference. If payment is not received by the conference start date, a method of payment must be presented at the time of registration in order to guarantee your participation at the event.

“There is more of a need than ever to reengineer our rolling forecast system and financial reporting to give more analytical information and performance metrics to make better forward decisions.”

– R, DIRECTOR, FINANCE & ADMINISTRATION, ROSINA FOOD PRODUCTS, INC.

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REGISTRATION FORM

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DELEGATE INFORMATION

Name	Title		
Organization	Dept.		
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- Check Purchase Order / Training Form Credit Card   

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Name on Card			
Billing Address	City	State	Zip

Please make checks payable to: The Performance Institute

CANCELLATION POLICY: The American Strategic Management Institute (ASMI) will provide a full refund less a \$399 administration fee for cancellations requested four weeks prior to the event start date unless cancellation occurs within two weeks prior to the event start date. If a cancellation is requested less than two weeks prior to the event start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee. All cancellations must be requested through the cancellation link found in your attendance confirmation email. Please note that cancellation is not final until you receive a cancellation confirmation email.

- I have read and accepted the Cancellation Policy above.

ACKNOWLEDGED AND AGREED

By: _____

Date: _____

Priority Code: B378-WEB