



## Who Should Attend?

This training is tailored for management representatives (non-finance) who want to familiarise themselves with the principles of financial planning, control, and budgeting in Telco. It is especially useful for companies looking to establish or significantly improve their planning process as well as business and IT analysts new to the field.

## Course Scope

1. Basics of Budgeting and Financial Control.
  - Managing Financial Perspective in Telco.
  - Expenditure, Cost, and Commitment – how they are reflected in the budget.
  - Budgeting and KPIs (Key Performance Indicators).
  - Cost, Revenue, and Profit centers in Telco – their significance and management practices.
  - Budgeting – business purposes – what budgeting is for and how it ties in with management responsibilities.
  - How does Budgeting Work?
  - Benefits of Powerful Budgeting.
2. Types of Budgeting and their Applications in Telco.
  - Incremental vs. Task-based Budgeting.
  - Bottom-up vs. Top-down Budgeting.
  - Discretionary Spending Budgeting.
  - Periodic vs. Rolling Budgeting.
  - Other Budgeting.
3. Creating a Budget.
  - Connecting a Bottom-up with a Top-down Approach.
  - Budgeting Process and Cycle.
  - Creating Budgets in Telco – typical process.
  - Linking Budget to Financials – IT support in budget creation.
4. Reporting Budget and Actions.
  - Collecting Actual Data.
  - Data Sources in Telco and Information Quality.
  - IT Support for Budget Reporting.
  - Allocation of Budget Numbers.
  - Reporting Variance.
  - Tying Budget to Action.
  - Response to Changes in the Environment (technology, customer, regulatory, etc.) – Flexing the Budget.
5. Other Financial Planning.
  - Break-even Analysis in Practice.
  - Asset Planning.
  - Investment Assessment – Return on Investment (ROI), Total Cost of Ownership (TCO), and Present Value (PV, NPV).
  - Tying Financial Numbers Together.



## 6. Budgeting Do's and Don'ts.

- Typical Budgeting Traps.
- How to Avoid Damage from Budgeting.
- Preventing Budgeting Fiefdoms.
- Period-end Problems.
- Budgeting Overkill.
- Budget and Strategy.
- Other Traps - Discussion.

## 7. Other Aspects.

- Combined and Aggregated KPI – positive and negative aspects.
- KPI Reporting vs. System Flexibility.
- Avoiding Internal Fraud.
- Improper Usage of KPIs.

## Course Objectives

This training introduces the participants to practical Telco applications of financial planning and performance. The course covers budgeting, the budgeting cycle and process, budget monitoring, and its links to management. We will discuss good budgeting practices, Telco planning and control, and share lessons learned from the industry.

## Prerequisites

None. Telco management experience recommended.

## Training Structure

Three-day session divided into logical components.

## Methodology

Presentation and facilitated discussion.