



Budgeting Cost Control & Cost Reduction

DURATION

5 days

CONTACT HOURS

30

LEVEL

Intermediate

FEE PER DELEGATE

US\$1,500

Building a budget somebody will be held to, then controlling against it when the assumptions stop holding.

A budget fails for one of two reasons. It was negotiated rather than built, so nobody believes the numbers and padding is the only rational response. Or it was built well and then never used, because the variance report arrives too late and explains the past instead of changing anything. This week covers both: constructing a budget from drivers rather than from last year plus a percentage, and running the control cycle so a variance produces a decision. Cost reduction is treated separately and honestly, because much of what is called cost reduction is deferral, and the difference shows up a year later.

Available as classroom, live online, in house.

Who it is for

Budget holders and cost centre managers, finance business partners who build and challenge budgets, and financial controllers responsible for the cycle.

What you will be able to do

- Build a budget from activity drivers, and show which assumption each number depends on.
- Challenge a submission without losing the relationship with the person who made it.
- Run a variance analysis that separates price, volume and efficiency.
- Distinguish a cost reduction from a deferral, and say which one is being proposed.
- Reforecast mid year without restarting the whole exercise.

The outline

DAY 1

What a budget is for

Planning, control and accountability, which pull in different directions · Why incremental budgeting survives despite everybody disliking it · Padding as a rational response to how budgets are reviewed · Setting the calendar so the numbers arrive while they still matter

DAY 2

Building it

Activity drivers, and finding the one that moves the cost · Fixed, variable, and the large middle that is neither · Capital against operating, and where the line gets argued · Recording the assumption beside the number

DAY 3

Challenging and agreeing it

Reading a submission for what has been assumed rather than stated · Questions that produce information instead of defensiveness · Negotiating a target somebody will own · Documenting what was agreed and on what basis

DAY 4

Control through the year

Variance decomposed into price, volume and efficiency · Reporting that names an owner and an action · Commitment accounting, and knowing the spend before the invoice · Reforecasting without reopening everything

DAY 5

Cost reduction, honestly

Permanent reduction, deferral, and transfer to another budget · Where reduction destroys capability that costs more to rebuild · Making a saving visible so it is not spent twice · Tracking a reduction after the year it was announced

What you leave with

- A driver based budget for one of the delegate's own cost centres.
- A variance report redesigned so each line points at an owner and a decision.
- A cost reduction list separated into permanent, deferred, and not actually reduction.

Published dates

DATES	WHERE	FEE
23 to 27 November 2026	Dubai, United Arab Emirates	US\$1,500
30 November 2026 to 4 December 2026	Cairo, Egypt	US\$1,500
7 to 11 December 2026	Nairobi, Kenya	US\$1,500
14 to 18 December 2026	Kampala, Uganda	US\$1,500

Fees are per delegate and cover travel and accommodation arranged by the delegate. Registration fees are included.

Register or ask a question

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