



Financial Modelling for Planning and Forecasting

DURATION

5 days

CONTACT HOURS

30

LEVEL

Intermediate

FEE PER DELEGATE

R15,000

Building a model somebody else can audit, and forecasting in a way that admits what has been assumed.

A forecast model fails either because it is wrong or because nobody can check it, and the second is more common. A spreadsheet with numbers hardcoded inside formulas, no separation between input and calculation, and no way to see which assumption drives the answer cannot be reviewed, so it is trusted or discarded rather than challenged. This week is about structure first and forecasting technique second: a model built so the assumptions are visible, the logic is traceable, and the sensitivity to each input can be demonstrated.

Available as classroom, live online, in house.

Who it is for

Finance analysts and business partners who build planning models, financial controllers who review them, and managers who have to rely on the output.

What you will be able to do

- Structure a model so input, calculation and output are separate and traceable.
- Forecast a line from a driver rather than from a growth rate.
- Build the three statements so the balance sheet balances by construction.
- Run a sensitivity and a scenario, and tell them apart.
- Review somebody else's model and find where it breaks.

The outline

DAY 1

Why models are not trusted

Numbers hardcoded inside formulas, and what they cost later · Separating input, calculation and output · Consistency, so a formula can be read once and copied · Documenting an assumption beside the cell that uses it

DAY 2

Forecasting a line

Drivers, and finding the one that actually moves it · Growth rates as a last resort · Seasonality, and the trap of annualising · Forecasting cost that steps rather than scales

DAY 3

The three statements

Building so the balance sheet balances by construction · Working capital from days rather than from a plug · Debt, interest and the circularity it creates · Checks that fail loudly when something stops tying

DAY 4

Uncertainty

Sensitivity to one input against a coherent scenario · Which assumptions actually move the answer · Presenting a range without implying false precision · Break even, and the question it answers

DAY 5

Review and handover

Auditing a model you did not build · The errors that recur, and where to look first · Version control and a change log · Handing a model over so it survives you

What you leave with

- A restructured version of one of the delegate's own models, with inputs separated.
- A driver based forecast for one significant line, with the sensitivity shown.
- A review checklist for a model arriving from somebody else.

Published dates

DATES	WHERE	FEE
23 to 27 November 2026	Durban, South Africa	R15,000
30 November 2026 to 4 December 2026	Nairobi, Kenya	US\$1,500
7 to 11 December 2026	Dar es Salaam, Tanzania	US\$1,500
14 to 18 December 2026	Kampala, Uganda	US\$1,500

Fees are per delegate and cover all materials. Registration fees are arranged by the delegate. Reg

Register or ask a question

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