



# Masterclass in KPIs and Rolling Forecasts

Tuesday 8 April Manchester

Thursday 10 April London

In conjunction with the ICAEW Finance and Management Faculty



Performance measurement is failing organisations worldwide, whether they are multinationals, government departments, or non-profit agencies. The KPIs that have been adopted were dreamed up one day without any linkage to the critical success factors (CSFs) of the organisation. The lack of understanding of performance measures has led most monitoring and reporting of measures to fail, including balanced scorecard initiatives.

This course will explain why the quarterly rolling planning (QRP) is the most important management tool of this decade and how QRP is a more involved form of rolling forecasting. It will also show how QRP will revolutionise your company cutting the shackles of the dysfunctional annual planning process.

David Parmenter is one of the world's leading experts on QRP, a very new area which has evolved with the advent of beyond budgeting. His courses are renowned for their clarity and for showing a clear route forward.

In the morning David will cover the myths around KPIs, the four types of performance measures, how to ascertain your organisation's critical success factors and their related KPIs and how they should be reported. At this workshop a practical step by step methodology is shared that helps organisations to rediscover their critical success factors and underpin their winning key performance indicators.

In the afternoon David will cover the foundation stones of rolling planning and forecasting and the better practices you need to adopt to save months from the annual planning process. Also covered will be cases studies on planning tool implementation and the transition to a rolling planning process.

## Who Cannot Afford Not to Attend

Financial controllers, CFOs, finance staff, management and financial accountants. Practitioners who are acting as the CFO for their SME clients.

## What You Will Take Away From the Day

- An understanding of the leading practices that you can implement immediately
- Access to many electronic templates that will save hours of time
- A chance to share progress and discuss issues with fellow participants during the workshop exercises
- 7 CPD hours

## Led by author, presenter and facilitator

### David Parmenter

B.Com, FCA (ICAEW)

David speaks with authority on KPIs, having published a successful book on them, had over fifty articles published and having received two merit awards from the International Federation of Accountants for his work. He regularly delivers workshops and key note addresses on the subject of forecasts and KPIs across the world and brings experience from Ernst & Young, BP Oil, Arthur Andersen and PwC.



## Testimonials from courses run in the UK

- "Best presentation I have been to this year"
- "Really great concepts and challenges"
- "Very thought provoking and relevant"
- "Very informative and entertaining. Kept it interesting and interactive."
- "Fantastic presenter – painted clear pictures and used good stories to illustrate points"
- "One of the best presenters I've seen at an accounting seminar"

## Testimonials from other countries

- "Very useful, re-enforced some thoughts. Especially relevant with our planned introduction of a planning tool."  
**David O'Reilly, Financial Controller, Ballance Agri-Nutrients Ltd**
- "Lots of useful stuff. Already making some changes, very useful for practitioners as we are often the CFO for our clients."  
**Anne Stephenson, Partner, Stephenson Thorner Limited**
- "The quarterly rolling forecasting course was the most practical session I have ever attended. It has given me an insight not just about forecasting but also re constantly questioning what I'm currently doing and re-engineering a number of processes I currently undertake."  
**Greg Forck, Budget Director, Department for Victorian Communities**
- "The general consensus was that this was one of the most worthwhile professional development seminars that any of us had attended in quite a while. Your passion for all of the subjects covered came across throughout the day, and was backed up by the substance of your subject matter expertise and practical experience. The friendly, interactive nature of the seminar was a big plus."  
**John Poppe, ex-planning and analysis manager, New Zealand Steel Ltd**

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## Winning Key Performance Indicators

(Morning)

Performance measurement is failing organisations worldwide, whether they are multinationals, government departments, or non-profit agencies. The KPIs that have been adopted were dreamed up one day without any linkage to the critical success factors (CSFs) of the organisations. The lack of understanding of performance measures has led most monitoring and reporting of measures to fail, including balanced scorecard initiatives. At this workshop a practical step by step methodology is shared that helps organizations to rediscover their critical success factors and underpinning winning key performance indicators. This course builds on David Parmenter's book *"Key Performance Indicators – Developing, Implementing and Using Winning KPIs"* and includes David's latest research and new material developed for his forthcoming book *"Key Performance Indicators for Government and Non-Profit Agencies"*.

This session will cover:

- How performance measures are divided into four types: key result indicators, performance indicators, result indicators and key performance indicators
- Understanding the dark side of performance measures
- The myths of performance measurement (all measures are KPIs, it is easy to find measures that work etc)
- How to arrive at your organization's critical success factors (CSF)
- Workshop to brainstorm measures from a CSF
- The 10/80/10 rule for measures
- Reporting of performance using the thinking of Stephen Few
- Selling the change to the senior management team and the Board
- The next steps

## Implementing quarterly rolling forecasting and planning – and get it right first time

(Afternoon)

To build a quarterly rolling forecasting (QRF) process, typically going out 18 months at a time, in a planning tool requires a detailed understanding of the foundation stones and the rules for QRF. This workshop will show you "how to implement quarterly rolling forecasting – and get it right first time" based on the better practices that exist around the world.

Quarterly rolling planning is a process that will revolutionize any organization, whether public or private sector. It removes the four main barriers to success that an annual planning process erects:

an annual funding regime where budget holders are encouraged to be dysfunctional; a reporting regime based around monthly targets that have no relevance; a three-month period where management is not particularly productive; and a remuneration system based on an annual target.

This session will cover:

- The foundation stones for a better practice forecasting process
- The rules for implementing quarterly rolling forecast process in a planning tool
- Why you need to migrate from Excel to a forecasting tool
- Templates to report the forecast in a clear and concise way
- How to sell the change to management
- How the process will bring about a quick annual plan – in two weeks
- An implementation roadmap

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## Programme Schedule for each day

08.30	Registration & refreshments
09.00	Morning session begins
10.40-11.00	Refreshments & networking
12.45	Lunch
13.15	Afternoon session begins
14.40-15.00	Refreshments & networking
16.45	Finish of day with opportunity for further networking

## Venue Information

### London venue:

Bonhill House – 1-3 Bonhill Street, London.

### Manchester venue:

Museum of Science & Industry  
Liverpool Road, Castlefield  
Manchester, M3 4FP

We will aim to start around 9.00am and finish at 4.45pm enabling those travelling a long distance to get back at a reasonable time. Those who will be arriving late will have a catch up session with David.

## Presenter

David Parmenter is an international presenter who is known for his thought provoking and lively sessions, which have led to substantial change in many organisations. He has spoken in 29 countries. Besides delivering in-depth workshops he has been a keynote speaker for the IBM Finance Forum, The World Capability Congress, TEC Malaysia, and Profiles International Romania. David is a leading expert in: the development of winning KPIs, replacing the annual planning process with quarterly rolling planning, quick month-end processes and making reporting a decision based tool.

John Wiley & Sons Inc have published his four books: "Winning CFOs: Implementing and Applying Better Practices", "The Leading-Edge Manager's Guide to Success – Strategies and Better Practices", "Key Performance Indicators – Developing, Implementing and Using Winning KPIs" and "Key Performance Indicators for Government and Non Profit Agencies – Implementing Winning KPIs".

His published articles titles include: "Quarterly rolling planning – removing the barriers to success", "Throw away the annual budget", "Beware corporate mergers", "Implementing a Balanced Scorecard in 16 weeks not 16 months", "Convert your monthly reporting to a management tool", "Smash through the performance barrier", "Is your board reporting process out of control?", "Implementing winning Key Performance Indicators", "Quick month end reporting" "Conquest leadership – lessons from Sir Ernest Shackleton", "Should we abandon performance measures?", "Putting the finance team on the map" etc.

## Course Booking

[Icaew.com/fmfaprevent](http://icaew.com/fmfaprevent)

**Finance and Management members £425+VAT**

**ICAEW members £455 + VAT**

**Non-ICAEW members £485 + VAT**

Limited places available so book now to avoid disappointment. To book a place on this event, please go to [icaew.com/fmfaprevent](http://icaew.com/fmfaprevent) or please ring +44(0) 1908 248 159 and ask to book on the David Parmenter event in April

## Course Cancellation Policy

All cancellations must be made in writing and sent to [events@icaew.com](mailto:events@icaew.com) or to **Events Team, ICAEW, Level 3, Metropolitan House, 321 Avebury Boulevard, Milton Keynes MK9 2FZ**

The charge for cancelling your booking is:

- 21 days or more before the event – 20% Administration fee applicable
- Less than 21 days before the event – No refund (transfer to another individual only)

If ICAEW have to cancel the event, our liability in the event of cancellation is limited to a full refund of the event fee only. We will not refund any travel or hotel costs associated with the cancellation of an event.

ICAEW accepts no liability if an event is cancelled or postponed for reasons beyond our reasonable control resulting from an act of God, governmental regulation, fire, war, terrorist activity or civil commotion.

Full terms and conditions are available at <http://www.icaew.com/en/icaew-terms-and-conditions/event-terms-and-conditions>



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