BLACKBIRD FOR TRAINING

Strategic Financial Intelligence Course: Integrating Planning, Performance & Value Creation

15 – 19 February 2027
Munich (Germany)

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Introduction:

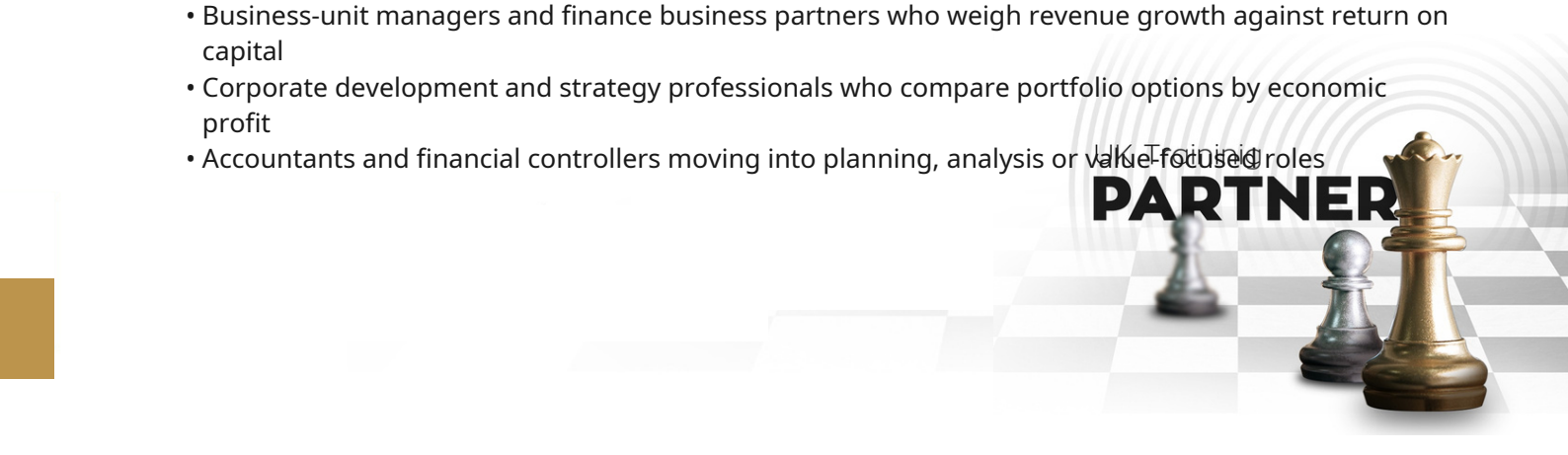
Strategic financial intelligence, integrating planning, performance and value creation, is the discipline of joining forecasts, key performance indicators KPIs and investment choices into one model of how an organisation earns returns above its cost of capital. This 1-week course is for finance managers and professionals who run or support planning, performance and investment processes, and delegates finish with an Integrated Driver-to-Value Decision Model. It is taught at an advanced level through a modelling build that uses driver-based planning, rolling forecasts and Economic Value Added EVA, a measure of operating profit after a charge for all capital employed.

Course Objectives:

- Define strategic financial intelligence as one linked system of planning, performance measurement and value creation, and locate where current finance processes break that link
- Distinguish EVA from economic profit, and ROIC from WACC, and explain how the spread between return and cost of capital signals value created or destroyed
- Apply driver-based planning to build rolling forecasts and scenarios that run from operational drivers through to the financial statements
- Interpret driver-level variances and the difference between leading and lagging KPIs to explain why results depart from plan
- Compare competing capital requests by their spread over the cost of capital and justify the allocation decision to decision-makers
- Select KPI targets, owners and controls that limit metric gaming when incentives are tied to value measures

Target Audience:

- Finance managers and FP&A professionals who lead or run planning and forecasting cycles and decide which drivers the forecast model should rest on
- Financial analysts and performance reporting professionals who choose which KPIs signal value and which only describe activity
- Investment, treasury and corporate finance professionals who review capital requests and judge whether a proposal earns more than its cost of capital
- Business-unit managers and finance business partners who weigh revenue growth against return on capital
- Corporate development and strategy professionals who compare portfolio options by economic profit
- Accountants and financial controllers moving into planning, analysis or value-focused roles



Course Outline:

Day 1: Defining Financial Intelligence and Diagnosing the Planning-to-Value Gap

- Financial Intelligence vs Financial Reporting: Forward-Looking Decision Support Compared With Historical Record Keeping
- Planning-Performance-Value Loop: How Forecasts, KPIs and Investment Decisions Feed One Another
- Value Creation Principle: Returns on Invested Capital Above the Weighted Average Cost of Capital
- FP&A Maturity Assessment: Rating Data, Process, Model and Decision Use in Finance
- Decision Inventory Mapping: Listing Recurring Pricing, Investment and Resourcing Choices Needing Finance Input

Day 2: Frameworks Linking Operational Drivers, KPIs and Economic Value

- Value Driver Trees: Decomposing Return on Invested Capital Into Margin and Capital Turnover
- EVA vs Economic Profit: Two Expressions of Profit After a Full Capital Charge
- NOPAT and Invested Capital Adjustments: Reconciling Accounting Figures to Economic Measures
- WACC Estimation: Cost of Equity, Cost of Debt and Capital Structure Weights
- Leading vs Lagging KPIs: Linking Operational Measures to Financial and Value Outcomes

Day 3: Building Driver-Based Plans, Rolling Forecasts and Performance Reviews

- Driver-Based Planning Model: Translating Volume, Price and Productivity Drivers Into Financial Statements
- Rolling Forecast vs Annual Budget: Horizon, Cadence and Effort Trade-Offs Compared
- Scenario Planning: Building Base, Downside and Upside Cases From Key Driver Ranges
- Driver-Level Variance Analysis: Separating Volume, Price, Mix and Efficiency Effects on Results
- KPI Scorecard Design: Selecting Targets, Thresholds and Owners for Each Value Driver

Day 4: Analysing Capital Allocation Decisions, Model Risk and Performance Pitfalls

- Capital Allocation Ranking: Comparing Projects and Business Units by Spread Over WACC
- Growth vs Return Trade-Off: When Expanding Revenue Destroys Value Below the Cost of Capital
- Driver Model Pitfalls: Excess Drivers, Weak Causality and Untested Assumptions in Forecasts
- Metric Gaming and Short-Termism: Controls When Incentives Are Tied to EVA or KPIs
- Sensitivity and Break-Even Testing: Finding Which Drivers Move Economic Profit Most



Day 5: Modelling Build: Assembling and Defending the Integrated Driver-to-Value Decision Model

- Driver Tree Build: Linking a Case Organisation's Operating Drivers to ROIC and EVA
- Rolling Forecast Build: Connecting the Driver Tree to Quarterly Forecast and Scenario Outputs
- Investment Case Test: Ranking Competing Capital Requests Using Economic Profit Results
- Model Output vs Management Judgement: Defending Recommendations Before a Simulated Investment Committee
- Integrated Driver-to-Value Decision Model: Finalising the KPI Dashboard and Decision Rules

Skills You Will Gain:

- Value Driver Tree Design
- Rolling Forecast Construction
- NOPAT and Invested Capital Adjustment
- WACC Estimation
- Driver-Level Variance Decomposition
- Sensitivity and Break-Even Analysis
- KPI Scorecard Design

Why Attend This Course:

- From separate budget, KPI and investment reports to one model in which every forecast, measure and capital decision shares the same drivers
- From judging performance on accounting profit alone to judging it on returns above the cost of capital
- From annual budgets that age within months to rolling forecasts and scenarios built on a short list of tested drivers
- From presenting figures without a recommendation to handing decision-makers an Integrated Driver-to-Value Decision Model with explicit decision rules

Conclusion:

Financial intelligence at this level means treating the plan, the performance measures and the value metrics as one model rather than three reports. The course makes three distinctions clear: rolling forecasts versus annual budgets, leading versus lagging KPIs, and accounting profit versus economic profit after a full capital charge. It suits finance managers and professionals who already build budgets and forecasts and now need to show, with figures, which operational choices and which capital requests create value and which consume it.



Frequently Asked Questions FAQ:

What should delegates know before joining a Strategic Financial Intelligence course on planning, performance and value creation?

Delegates should already prepare budgets or forecasts, read the three financial statements with confidence and work comfortably in spreadsheets. Prior exposure to cost of capital or return measures helps, but the course defines EVA, ROIC and WACC before using them in the modelling build.

How does Strategic Financial Intelligence differ from a general strategic financial planning or financial analysis course?

It joins three subjects usually taught apart. A planning course centres on budgets and long-range plans, and an analysis course on interpreting data. This course links driver-based forecasts, KPIs and value metrics in one model and uses that model to rank capital decisions.

Is EVA or ROIC the better measure for strategic financial intelligence and value creation?

Neither replaces the other. ROIC shows the rate of return on invested capital, while EVA shows the amount of value left after a full capital charge. ROIC compares units of different sizes; EVA shows whether growth adds or removes value. Many organisations track both.

What do delegates take back to work from a Strategic Financial Intelligence course?

Delegates take back an Integrated Driver-to-Value Decision Model: a driver tree linked to ROIC and EVA, a rolling forecast with scenarios, a KPI dashboard with owners and thresholds, and decision rules for ranking capital requests, built on a case organisation and ready to adapt.

