

CFO Solutions

Budgeting & Forecasting engagement curriculum

| Creating the budget | | | | |
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| | Session 1 | Session 2 | Session 3 | Session 4 |
| | Introduction & forecasting revenue | Forecasting expenses | 1:1 with CFO | 1:1 with CFO |
| Description | Introduction to the instructors, the advisors, and syllabus. Introduce revenue forecast model. | Discuss chart of accounts and various options on forecasting fixed and variable expenses. | Finalize chart of accounts, review revenue forecast, and forecast expenses. | Finish forecasting expenses and finalize the budget. |
| Activity | Webex class for whole group | Webex class for whole group | 1:1 with CFO | 1:1 with CFO |
| Resources | Revenue forecast model | Budget model | Revenue forecast model | Budget model |
| Homework | | Start forecasting expenses. Include in "comments" section. | Define in more detail revenue and operational investments that will happen over the next 12-18 months. | Review & finalize revenue forecast and expense projections. |
| Advisor Deliverables | Before classes begin: Provide monthly P&L, balance sheet, and cash flow statements to CFO Solutions for the trailing 12 month period. | | | Provide any new actual P&L, balance sheet, and cash flow results to CFO Solutions. |

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| | Using the budget for understanding operations | | Update model and final review |
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| | Session 5 | Session 6 | Session 7 |
| | Forecasting revenue and expenses | 1:1 with CFO | 1:1 with CFO |
| Description | Understand how to read the results. Introduce trend analysis, benchmarking, stress test, and cash cushions. | Review the budget after incorporating new results. Review trends, performance vs. benchmark, and stress test. | Answer outstanding questions. Review new profitability, trends, performance vs. benchmark, and stress test. This session takes place 3 months after session 6. |
| Activity | Webex class for whole group | 1:1 with CFO | 1:1 with CFO |
| Resources | Budget model | Updated budget model with latest actual results | Final Budget Model and CFO to provide insights/ observations on advisor's results, budget, and options for potential spending changes. |
| Homework | Review budget | Start reviewing the outputs tab | |
| Advisor Deliverables | Provide any new actual P&L, balance sheet, and cash flow results to CFO Solutions. | | Provide any new actual P&L, balance sheet, and cash flow results to CFO Solutions. |