

# MEGA GUIDE

# FP&A BUDGETING ANALYSIS EXCEL



**SWIPE**

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# 12 FP&A

# PRINCIPLES

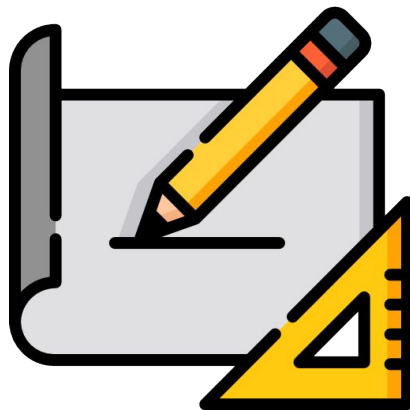
1



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# FP&A PRINCIPLE 1

**Develop a strategic long-range plan and identify specific initiatives & projects/ plans to execute it**



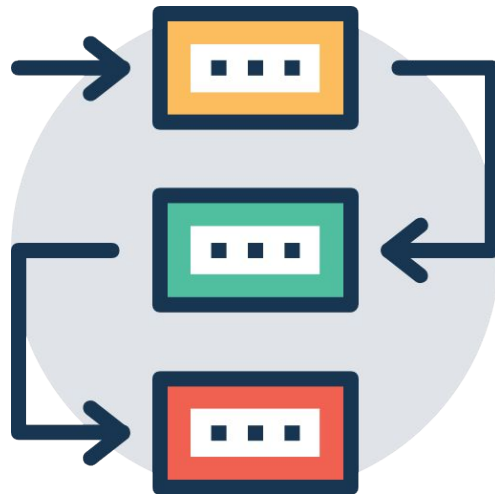
# FP&A PRINCIPLE 2

**Identify resources  
needed to implement  
projects/plans and  
put them in the  
budget**



# FP&A PRINCIPLE 3

**Understand how operational plans will drive financial results and monitor progress of those plans**



# FP&A PRINCIPLE 4

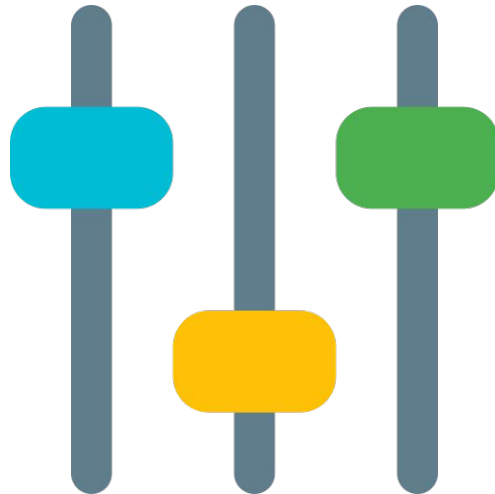
**Quickly identify the  
business reasons  
behind plan-to-actual  
financial variances**





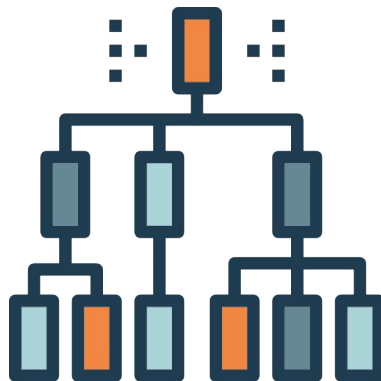
# FP&A PRINCIPLE 5

**Make course adjustments when falling behind on financial or operational goals**



# FP&A PRINCIPLE 6

**Cascade both financial  
& non-financial  
operational targets  
down the organization  
to more specific  
targets**



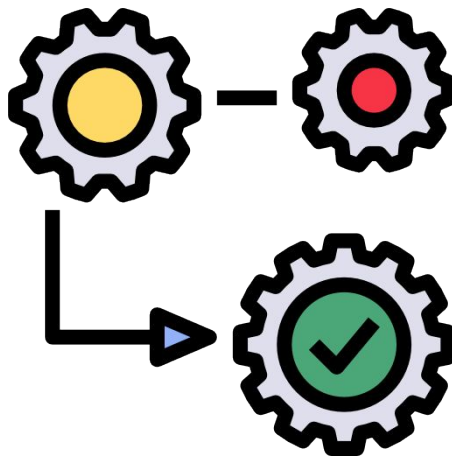
# FP&A PRINCIPLE 7

**Hold people  
accountable for  
delivering financial  
results & link to  
financial incentives.**



# FP&A PRINCIPLE 8

**Hold people  
accountable for  
delivering operational  
results & link to  
financial incentives**



# FP&A PRINCIPLE 9

**Identify what drives  
business success and  
develop KPIs for  
those drivers**



# FP&A PRINCIPLE 10

**Establish long-term  
and shorter-term  
targets for the KPIs**



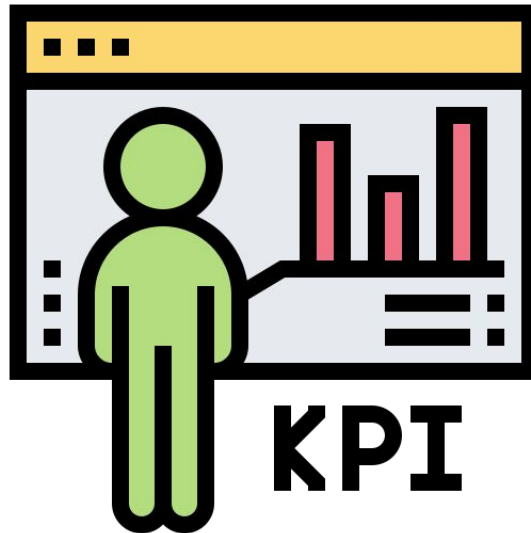
# FP&A PRINCIPLE 11

**Develop initiatives  
and operational  
projects to achieve  
KPI targets**



# FP&A PRINCIPLE 12

## Monitor results of KPIs and link to financial incentives





# RECAP

Fundamental Principles - Building a Firm Foundation	Accountability Principles - Building a Culture of Accountability	Advanced Principles - Taking FP&A to the Next Level
<b>P1:</b> Develop a strategic long-range plan and identify specific initiatives and projects/plans to execute it.	<b>P6:</b> Cascade both financial and nonfinancial operational targets down the organization to more specific targets.	<b>P9:</b> Identify what drives business success and develop key performance indicators (KPIs) for those drivers.
<b>P2:</b> Identify resources needed to implement projects/plans and put them in the budget.	<b>P7:</b> Hold people accountable for delivering <i>financial</i> results and link to financial incentives.	<b>P10:</b> Establish long-term and shorter-term targets for the KPIs.
<b>P3:</b> Understand how operational plans will drive financial results and monitor progress of those plans.	<b>P8:</b> Hold people accountable for delivering <i>operational</i> results and link to financial incentives.	<b>P11:</b> Develop initiatives and operational projects to achieve KPI targets
<b>P4:</b> Quickly identify the business reasons behind plan-to-actual financial variances.		<b>P12:</b> Monitor results of KPIs and link to financial incentives.
<b>P5:</b> Make course adjustments when falling behind on financial or operational goals.		

**Source: IMA  
(Institute of Management  
Accounting)**

**HOW TO BE A**

**FINANCE  
BUSINESS  
PARTNER**

**2**



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# **NETWORK (1/2)**

**Expand your network in your company by creating relationships with different departments.**

**Go human as much as you can at the beginning (1 to 1 meeting, coffee break, lunch break, video call...).**

# NETWORK (2/2)

**Additional tip: join a crossfunctional project and you will create strong connections with the other participants of the project.**

# STORYTELLING

**Make your reporting and your presentations understandable by non finance people.**

**Declutter, send simple messages and propose actions to issues identified**

# DEADLINES

**Learn to challenge requirements and demand to better set the priorities of the work you need to perform.**

**Rather than saying no to tasks you can not complete, propose an alternative solution.**

# **BUSINESS**

**Translate business events  
into financials.**

**Using a combination of  
business acumen and  
financial skills, you will be  
able to explain and  
anticipate the financial  
impact of business events.**

# **EMPATHY**

**Put yourself in your  
business partner's shoes.**

**Learn what are the  
priorities of your business  
partner and his business  
needs to serve him better.**



**3 PRINCIPLES FOR**

**FINANCE**

**PROFESSIONALS**

**3**



***SWIPE***

**1**

**80/20**

**FOCUS ON  
UNDERSTANDING THE  
BIGGEST ITEMS MAKING  
80% OF THE TOTAL  
VALUE**



**2**

# **BRING VALUE**

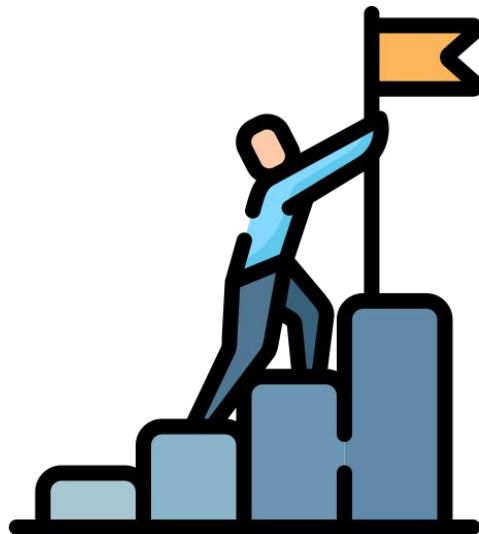
**START EVERY TASK WITH  
THE GOAL OF BRINGING  
VALUE  
TO YOUR ORGANIZATION.**



**3**

# **BIG PICTURE**

**UNDERSTAND  
THE BIG PICTURE  
TO GIVE A PURPOSE AT  
WHAT YOU DO.**



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# PVM Analysis

How to  
apply it in  
real life



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# DEFINITION

## PRICE

Effect of price  
keeping quantity  
constants



## VOLUME

Selling more  
products, even  
at the same mix  
and price, will  
increase sales



## MIX

Even keeping  
total quantities  
and prices the  
same, sales can  
increase if we  
sell a higher  
proportion of  
expensive  
products

Quantity

## PRICE VOLUME AND MIX ANALYSIS

# FIND INSIGHTS



Use the PVM analysis to detect the factors impacting your revenue.

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**In the next pages, we are going to see what you can detect and what to do next.**

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# You detect an increase in volume with negative mix effect



## Next step:

**Check if the changes in volume is really aligned with the product portfolio strategy and why we decide to sell more of the cheaper products**

# There is a new or one-off business event

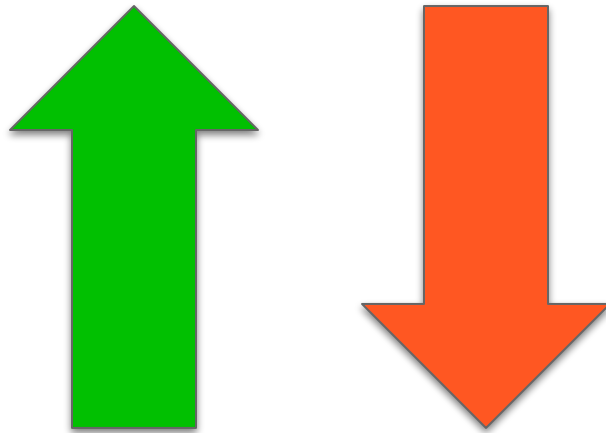


**Next step:**

**Investigate business events and take measures**

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# You notice product cannibalism



## Next step:

**Review product portfolio strategy and  
prioritize**

# Impact from new and discontinued products



**Next step:**

**Revalidate business case assumptions**

# Price changes



## Next step:

**Validate prices.  
Perform elasticity & sensitivity analysis to  
choose the best price and supply chain  
combination**

# Discount effects



## Next step:

**Verify impact on profit and revisit discount strategy if use and results are not aligned with goals of the organisation**

# Exchange rate impact



**Next step:**

**Check for hedging strategies if the effect is significant**

# SUMMARY

Causes for variance	Next steps
Interaction Between Volume and Mix	Check if the changes in volume and the impact on the mix are aligned with the sales strategy
New/One-off Business Effect	Investigate business events and take measure
Product cannibalism	Review product portfolio strategy and prioritize
New and discontinued products	Revalidate business case assumptions
Impact of Changes in List Price on Revenue	Elasticity and sensitivity analysis to choose the best price and supply chain combination
Discount	Verify impact on profit and revisit discount strategy if use & results are not aligned with goals of the organisation
Exchange rate effect	Check for hedging strategies if the effect is significant



How to  
calculate the

# Exchange Rate Effect

5



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# DEFINITION

**Price effect = change of price in  
local currency effect +  
exchange rate effect**

**Exchange rate effect =  
Change of Exchange rate \*  
Actual Price in foreign  
currency \*  
Actual Volume**

# EXCHANGE RATE EFFECT

<b>Single Product</b>	<b>Actuals</b>	<b>Budget</b>	<b>Delta</b>
<i>Revenue in EUR</i>	27,000€	20,000€	7,000€
<i>Volume</i>	500	500	0
<i>Price in EUR</i>	54€	40€	14€
<i>Price in USD</i>	\$60	\$50	\$10
<i>FX Rate USD/EUR</i>	0.90€	0.80€	0.10€

Exchange rate effect =

Change of Exchange rate (0.90€ - 0.80€) \*

Actual Price in foreign currency: \$60

\* Actual volume of the product: 500

$$= 0.10€ * 60 * 500 = \underline{\underline{3.000€}}$$

# PRICE EFFECT IN LOCAL CURRENCY

<b>Single Product</b>	<b>Actuals</b>	<b>Budget</b>	<b>Delta</b>
<i>Revenue in EUR</i>	27,000€	20,000€	7,000€
<i>Volume</i>	500	500	0
<i>Price in EUR</i>	54€	40€	14€
<i>Price in USD</i>	\$60	\$50	\$10
<i>FX Rate USD/EUR</i>	0.90€	0.80€	0.10€

Price effect in local currency =

Budget exchange rate (0.80€) \*

Change of price in dollars (\$60 - \$50) \*

Actual volume of the product: 500

= 0.80€ \* 10 \* 500 = 4.000€

# VERTICAL ANALYSIS

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# DEFINITION

**Analysis of**  
**financial statements**  
**looking at each line**  
**item as a percentage of**  
**a base figure within the**  
**statement**

# RATIO P&L

**One of the most common ratio to use is to state each line in terms of the percentage of sales**



# RATIO BALANCE SHEET

For balance sheet you can calculate ratios as percentage of **total assets**





# RATIO CASH FLOW

In the cash flow statement you can compare each inflow or outflow as a percentage of the **total inflow**



# EXAMPLE

## Vertical analysis

Amazon.com Inc.

Consolidated Income Statement



US\$ in millions

	12 months ended:							
	Dec 31, 2020	% of sales	Dec 31, 2021	% of sales	Change in US\$m	Change in %	Change of % of sales	
Net product sales	215,915	55.9%	241,787	51.5%	25,872	12%	-4.5%	
Net services sales	170,149	44.1%	228,035	48.5%	57,886	34%	4.5%	
<b>Net sales</b>	<b>386,064</b>	<b>100.0%</b>	<b>469,822</b>	<b>100.0%</b>	<b>83,758</b>	<b>22%</b>	<b>0.0%</b>	
Cost of sales	(233,307)	-60.4%	(272,344)	-58.0%	(39,037)	17%	2.5%	
<b>Gross profit</b>	<b>152,757</b>	<b>39.6%</b>	<b>197,478</b>	<b>42.0%</b>	<b>44,721</b>	<b>29%</b>	<b>2.5%</b>	
Fulfillment	(58,517)	-15.2%	(75,111)	-16.0%	(16,594)	28%	-0.8%	
Technology and content	(42,740)	-11.1%	(56,052)	-11.9%	(13,312)	31%	-0.9%	
Marketing	(22,008)	-5.7%	(32,551)	-6.9%	(10,543)	48%	-1.2%	
General and administrative	(6,668)	-1.7%	(8,823)	-1.9%	(2,155)	32%	-0.2%	
Other operating income (expense), net	75	0.0%	(62)	0.0%	(137)	-183%	0.0%	
<b>Operating income</b>	<b>22,899</b>	<b>5.9%</b>	<b>24,879</b>	<b>5.3%</b>	<b>1,980</b>	<b>9%</b>	<b>-0.6%</b>	
Interest income	555	0.1%	448	0.1%	(107)	-19%	0.0%	
Interest expense	(1,647)	-0.4%	(1,809)	-0.4%	(162)	10%	0.0%	
Other income (expense), net	2,371	0.6%	14,633	3.1%	12,262	517%	2.5%	
<b>Non-operating income (expense)</b>	<b>1,279</b>	<b>0.3%</b>	<b>13,272</b>	<b>2.8%</b>	<b>11,993</b>	<b>938%</b>	<b>2.5%</b>	
<b>Income before income taxes</b>	<b>24,178</b>	<b>6.3%</b>	<b>38,151</b>	<b>8.1%</b>	<b>13,973</b>	<b>58%</b>	<b>1.9%</b>	
Provision for income taxes	(2,863)	-0.7%	(4,791)	-1.0%	(1,928)	67%	-0.3%	
Equity-method investment activity, net of tax	16	0.0%	4	0.0%	(12)	-75%	0.0%	
<b>Net income</b>	<b>21,331</b>	<b>5.5%</b>	<b>33,364</b>	<b>7.1%</b>	<b>12,033</b>	<b>56%</b>	<b>1.6%</b>	

Source: <https://www.stock-analysis-on.net/NASDAQ/Company/Amazoncom-Inc/Financial-Statement/Income-Statement>

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# PROS

- 1. Using ratios allows to compare financial statements which differs in size.**
- 2. You can also analyse the relationship between the financial statements line items. For example overhead as a % of sales.**
- 3. You can benchmark or give common targets to units with different size**

# CONS

**Only tells the performance in relation with one item (for example sales).**

**If this item is significantly lower/ higher than expected or has an anomaly, the ratio has less value.**

# INFOGRAPHIC FINANCIAL ANALYSIS

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# FINANCIAL ANALYSIS

Source Nicolas Boucher

*This infographic presents you the different financial analysis methods.*

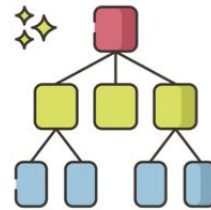


## Variance analysis

Investigate the difference between actual and planned behavior

## Price Volume Mix

Calculate impact of price change, volume change and combination of both. Used in profitability analysis



## Sensitivity analysis

Gives you the different outcomes based on variation of one input

## Horizontal analysis

Comparison against another period, reference (budget) or another company. Ideal to spot trends



## Vertical analysis

Analysis of financial statements looking at each line item as a percentage of a base figure within the statement

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# BUDGETING PROCESS

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# BUDGETING PROCESS

Set expectations with management

Sales

Operational Plan

Resources

Standard costs

Overhead

**Income  
Statement**

**Balance  
Sheet**

**Cash Flow  
Statement**



# ZERO-BASED BUDGETING

9



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# DEFINITION

**Budgeting method  
where all expenses  
must be justified  
for each new period**



# PROCESS

**It starts from a “Zero-Base”:  
every function within the  
organisation is analysed for  
its needs and costs.**

**Budgets are then built around  
what is needed for the  
upcoming period  
regardless of the previous one.**

# PROS

- **Ideal when you want to decrease significantly your costs**
- **Challenges the status quo**
- **For newcomers, it's a good opportunity to change things**

# CONS

- Time intensive
- Cultural acceptance



# EXAMPLE

## How a **Traditional Budget** looks like:

### Traditional Method

	Prior year	% change expected	Budget
Salary costs	€300,000	5.0%	€315,000
External services	€50,000	3.0%	€51,500
Rent	€20,000	2.0%	€20,400
<b>Total costs</b>	<b>€370,000</b>	<b>4.6%</b>	<b>€386,900</b>

# EXAMPLE

## How a Zero Based Budget looks like:

### Zero Based Budgeted

	Prior year	Comment	Budget
Salary costs	€300,000	Only 2 headcounts needed and 5% inflation	€210,000
<i>Number of headcounts</i>	3		2
External services	€50,000	3.0%	€22,500
<i>Tax services</i>	€30,000	<i>Scope reviewed: only 3 out of 4 services needed</i>	€22,500
<i>Consulting</i>	€20,000	<i>Stop project as not strategic</i>	€0
Rent	€20,000	Reduction of surface planned (-10%) + 2% inflation	€18,360
<b>Total costs</b>	<b>€370,000</b>		<b>€250,860</b>

Change vs prior year -32.2%

# FORECAST

## METHOD RISKS & OPPORTUNITIES

10



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# DEFINITION

**Add impact**

**of significant events  
to the **key figures** of  
your budget.**



# PROCESS

1. **Identify significant events for your business.**
2. **Estimate for each of them their impact on the key figures (commercial, EBIT, cash).**
3. **Add them to your budget to obtain your forecast**

# PROS

- **No need to recalculate all the details**
- **Fast method** to reforecast

# CONS

- **Prone to omission**
- **Only limited to few significant impacts**



# EXAMPLE

How a

Risks and Opportunities

Forecast looks like:

	Q1 2022	Q2 2023	Q3 2022	Q4 2022	Total FY 2022
<b>Revenue budgeted</b>	€100,000	€130,000	€120,000	€150,000	€500,000
Opportunity on client A lost		-€10,000	-€12,000	-€8,000	-€30,000
Deal with distributor X delayed	-€10,000	-€11,000	-€10,000		-€31,000
<b>Total risks</b>	<b>-€10,000</b>	<b>-€21,000</b>	<b>-€22,000</b>	<b>-€8,000</b>	<b>-€61,000</b>
Client Y won (not budgeted)		€20,000	€15,000	€20,000	€55,000
Improvement of conversion rate	€5,000	€6,000	€5,500	€6,000	€22,500
<b>Total opportunities</b>	<b>€5,000</b>	<b>€26,000</b>	<b>€20,500</b>	<b>€26,000</b>	<b>€77,500</b>
<b>Total risks &amp; opportunities</b>	<b>-€5,000</b>	<b>€5,000</b>	<b>-€1,500</b>	<b>€18,000</b>	<b>€16,500</b>
<b>New Forecast</b>	<b>€95,000</b>	<b>€135,000</b>	<b>€118,500</b>	<b>€168,000</b>	<b>€516,500</b>

# SALES FORECASTING OPPORTUNITY STAGE

11

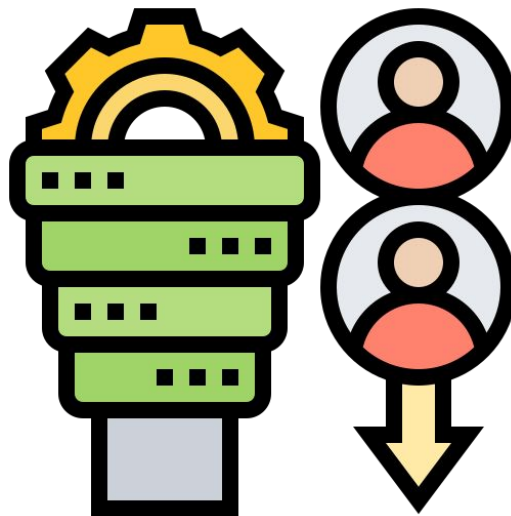


**SWIPE**

# 1

# DEFINITION

**Based on where the prospect is in your pipeline, you calculate the chances of the deal closing.**



# 2

# PIPELINE

Discovery

*Prospect identified*

Pre-Qualification

*Initial contact made*

Qualification

*Opportunity assessed*

Proposal

*Solution defined*

Evaluation

*Solution evaluated by prospect*

Decision

*Presented to decision maker*

Negotiation

*Pricing proposal presented*

Close



# 3

# EXAMPLE

Average sales value per client €400,000

Opportunity stage	Number of leads	Win rate probability	Weighted Forecasted sales value
Discovery	500	5%	€10,000,000
Pre-Qualification	300	10%	€12,000,000
Qualification	200	20%	€16,000,000
Proposal	100	40%	€16,000,000
Evaluation	60	50%	€12,000,000
Decision	30	70%	€8,400,000
Negotiation	10	90%	€3,600,000
Close	5	100%	€2,000,000
<b>Total</b>	<b>1,205</b>		<b>€80,000,000</b>

# ROLLING FORECAST

12



**SWIPE**

# DEFINITION

**A rolling forecast is a management tool that enables organizations to continuously plan (i.e. forecast) over a set time horizon.**



# APPLICATION

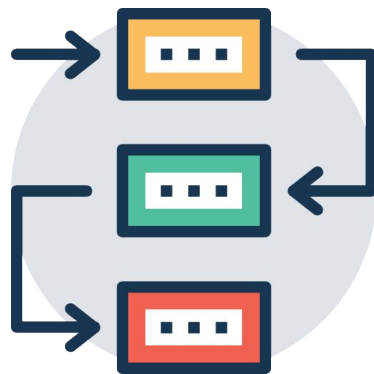
**A rolling forecast will re-forecast the next twelve months (NTM) at the end of each month or each quarter.**



# WHY USING IT?

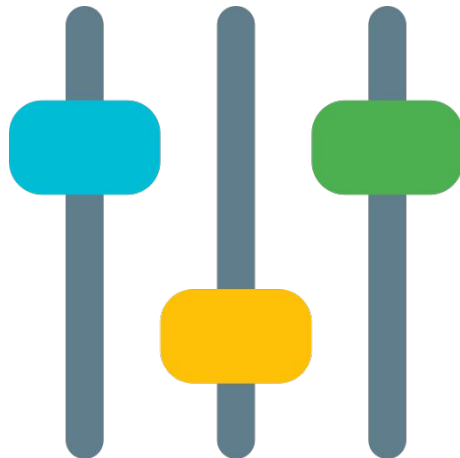
**With the Rolling Forecast you always have a view over the next 12 months.**

**With the traditional budgeting this view shrinks overtime.**



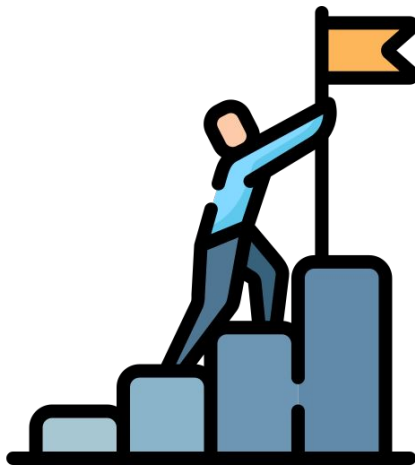
# ADVANTAGES

**Less time consuming**  
**More accurate**  
**short-term view**  
**Recalibration of**  
**mid-term forecast**



# CHALLENGES

**Difficulty to implement  
Forecast changing  
constantly  
Need for planning tools**



Source:

<https://www.wallstreetprep.com/knowledge/rolling-forecast-best-practices-guide-fpa-professionals/>

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# CAPEX

## HOW TO BUDGET AND CONTROL

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# STEP 1

## Definition of your CAPEX:

1. Evaluate if it is a **CAPEX or OPEX**
2. Assign the right fixed asset category and corresponding **depreciation method**
3. **Type of CAPEX**  
(recurring, one-off, growth, replacement...)

# STEP 2

## Prioritization

**Classify the future investments based on their importance for your organisation and their ROI.**



# STEP 3

## PHASING

**Plan the phasing of your investments:**

**When to order**

**When to start using it**



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# STEP 4

## CASH

**Evaluate the Cash Impact of your Investment:**

- For small investment, define in which quarter the cash will be paid
- For bigger CAPEX, prepare a cash curve based on the payment milestones

# STEP 5

## REPORTING

**Record and report periodically:**

- Investments approved
- Investments ordered
- Investments acquired
- -Cash movements



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# STEP 6

## CONTROL

- **Approve/deny investment based on budget and business case**
- **Benchmark against the industry (% of sales, % depreciation costs in hourly rate)**
- **Arbitrage on use of cash**

# SUMMARY

- 1 Definition**
- 2 Prioritization**
- 3 Phasing**
- 4 Cash**
- 5 Reporting**
- 6 Control**

# INFOGRAPHIC SALES FORECASTING

14



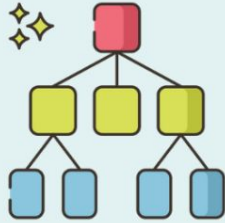
**SWIPE**



# Sales Forecasting

Source Nicolas Boucher

*This infographic presents you the different techniques to forecast sales.*



## Scenario planning

Under scenario planning, you brainstorm different circumstances and how they impact sales.

## Sales Force Composite Method

Sales representatives forecast sales for their territory or accounts.



## Market Build-Up

Based on data about the industry, you estimate the global demand and you apply your estimated market share to obtain your sales forecast.

## Lead-driven

Analyse each lead source and assign a value based on historical sales data from each of the lead source.



## Opportunity Stage

Based on where the prospect is in your pipeline, you calculate the chances of the deal closing.

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# INFOGRAPHIC 9 LEVERS TO IMPROVE YOUR CASH FLOW

15



**SWIPE**

# 9 levers to improve your Cash Flow

*Made by Nicolas Boucher*

1

## Sales

Improve payment terms with clients (negotiate down payments and short payment terms), accelerate the closing of deals

2

## Finance

Automate reporting, improve understanding of cash flow statements, bring transparency to management, escalate collection issues, use factoring to accelerate cash payment from receivables

3

## Collection of overdues

Automate the dunning process and escalate significant issues to management & key account manager

4

## Project

Compute and monitor the cash balance of each project

5

## Sales administration

Optimise the process between a cash milestone achievement and the issuance of the debit note to your client

6

## Procurement

Avoid down payment and push the payment terms as far as possible

7

## Inventory

Monitor level of inventory against forecasted sales, reduce lead time, optimise stock buffer, reduce delays

8

## Management

Translate cash targets in team & individual objectives, put cash on the management reviews agenda, follow up cash as KPI

9

## Culture

Communicate, explain, repeat: it's a culture shift

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**CCC:**

**CASH**

**CONVERSION  
CYCLE**

**16**



***SWIPE***

# DEFINITION

**Days to convert  
inventory into cash  
flows from sales.**

# FORMULA

$$\mathbf{CCC = DIO + DSO - DPO}$$

**where:**

**DIO=Days of inventory outstanding**

**DSO=Days sales outstanding**

**DPO=Days payables outstanding**

# ADVANTAGES 1/2

**CCC traces the lifecycle of cash used for a business activity.**

# ADVANTAGES 2/2

**Improving at least  
one of the  
3 components (DIO,  
DSO & DPO)  
has a direct positive  
impact on the CCC.**



# 3 WAYS TO IMPROVE CASH

17



**SWIPE**

**1**

# **FORECAST**

**PLAN AND ANTICIPATE  
SIGNIFICANT  
PAYMENTS.**

**FOCUS ON THE MAIN  
LEVERS TO ACHIEVE  
THE UPCOMING CASH  
INFLOWS.**



**2**

# **INVOICING**

**SEND YOUR INVOICE  
ON THE DAY  
YOU REALISE THE SALE.**

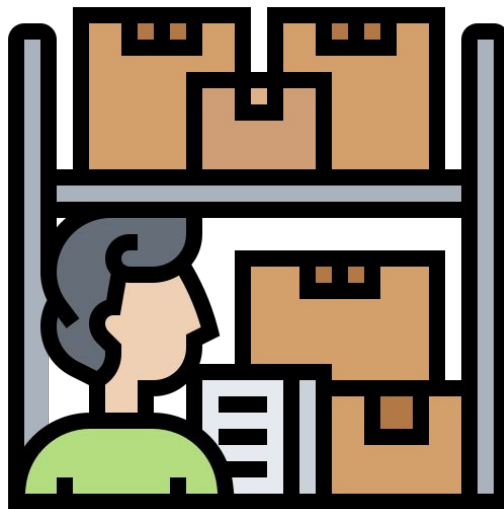
**MAKE IT DIGITAL TO  
AVOID POSTAL DELAYS.**



**3**

# **INVENTORY**

**TARGET  
SLOW MOVING  
INVENTORY  
AND REDUCE IT.**



# 3 WAYS TO **AUTOMATE** YOUR WORK

**18**



***SWIPE***

# EXCEL

**Use Power Query to  
automate all the  
transformation steps  
needed to convert  
raw data into your  
final reporting**



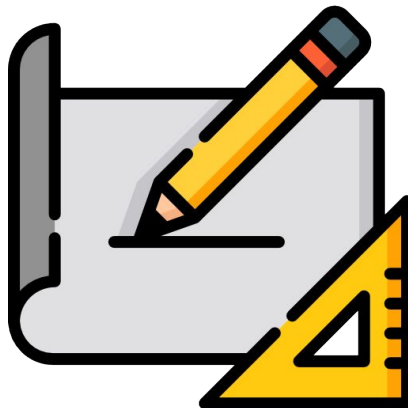
# EMAILS

**Set up rules.**

**Use group of contacts.**

**Create automated  
emails.**

**Broadcast reporting  
automatically.**



# POWERPOINT

**Link your PowerPoint  
with Excel instead of  
using screenshots.  
Once you edit Excel,  
just click update!**



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**10**

**CHART**

**DESIGN**

**TIPS**

**19**



***SWIPE***

# 10 CHART DESIGN TIPS

1

## Choose the right chart for your data

Choose your charts based on what you want to say about your data and the type of data you have.



2

## Don't use legends in your chart design

Instead of using a legend, label data points and data series directly on the chart.



3

## Highlight some details and downplay others

Use color, size, or weight to highlight key data points. Reserve bright, contrasting colors for the most important elements.



4

## Eliminate unnecessary complexity

Remove unnecessary chart elements like outlines, gridlines, and backgrounds to keep the focus on the data.



5

## Encourage comparison in your chart design

Include multiple datasets within a single chart with a few small, simple charts side-by-side to encourage comparison.



# 10 CHART DESIGN TIPS

6

## Use titles and annotations to tell a story

Titles, captions, and annotations can be used to frame a narrative around each chart.



7

## Show the right amount of data

Find that balance between complexity and clarity to create a chart that's both legible and persuasive.



8

## Find the best aspect ratio for your data

Find the aspect ratio at which the average slope of the data line most readable (~45 degrees).



9

## Do the math (so your readers don't have to)

Instead of asking your viewer to make lots of visual comparisons on the fly: do the math yourself and chart the result.



10

## Make your chart design memorable

Use visual metaphors, find a new perspective, or tie your data to concrete, relatable examples to make your chart design memorable.



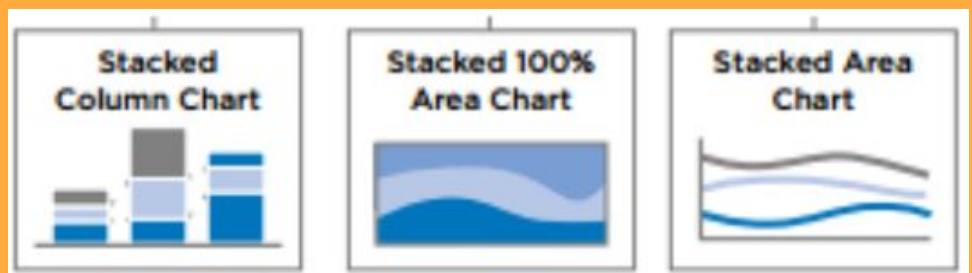


# HOW TO SELECT THE MOST APPROPRIATE CHART



**SWIPE**

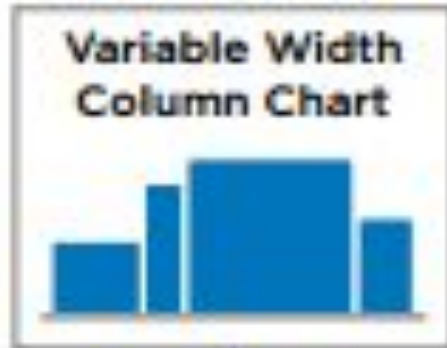
**20**



# STATIC COMPARISON



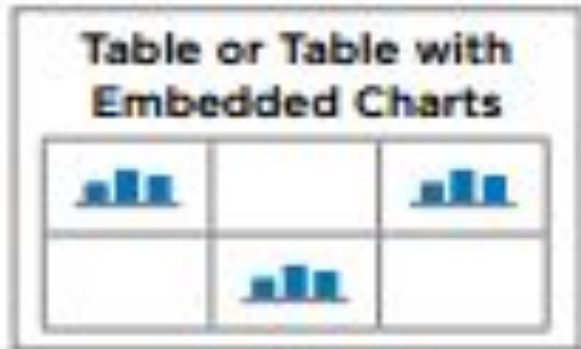
One Variable



Two Variables



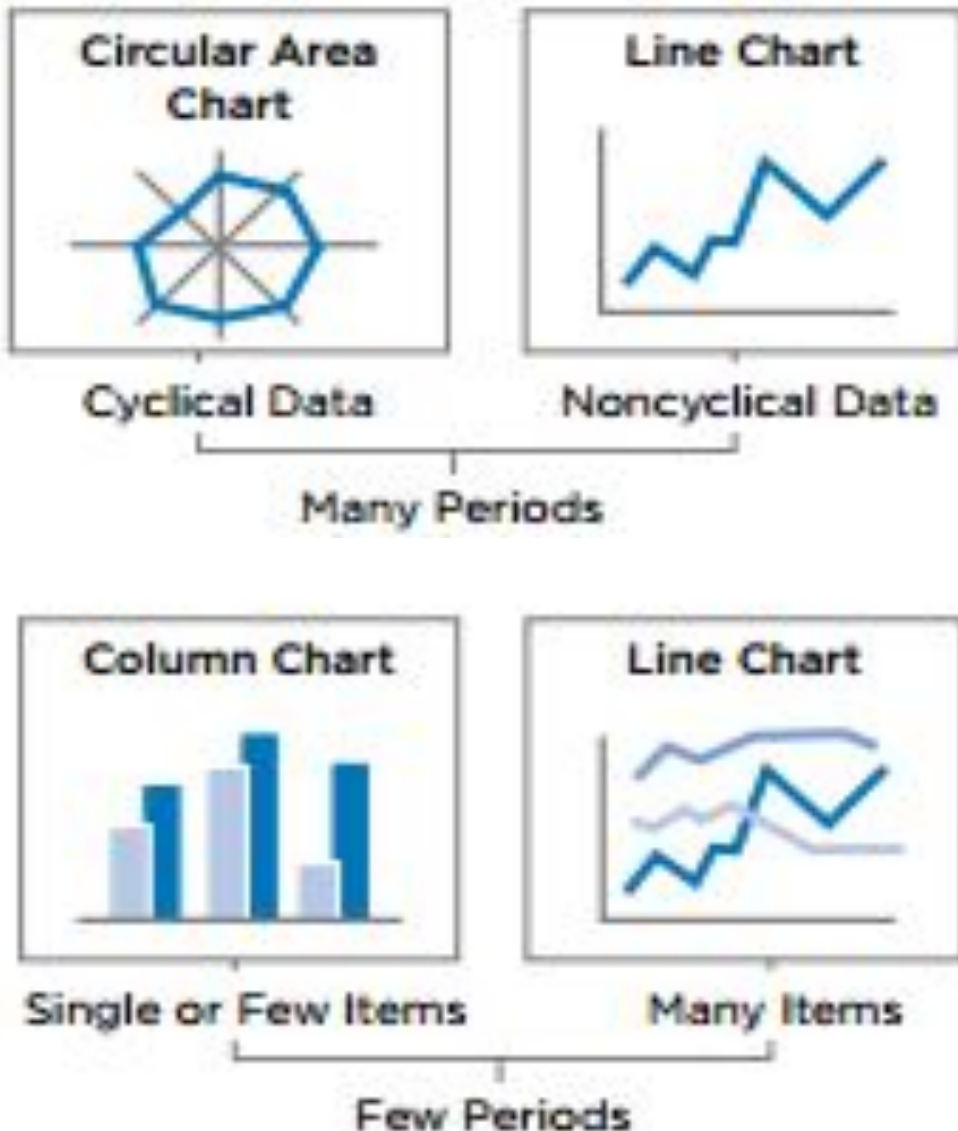
Few Items



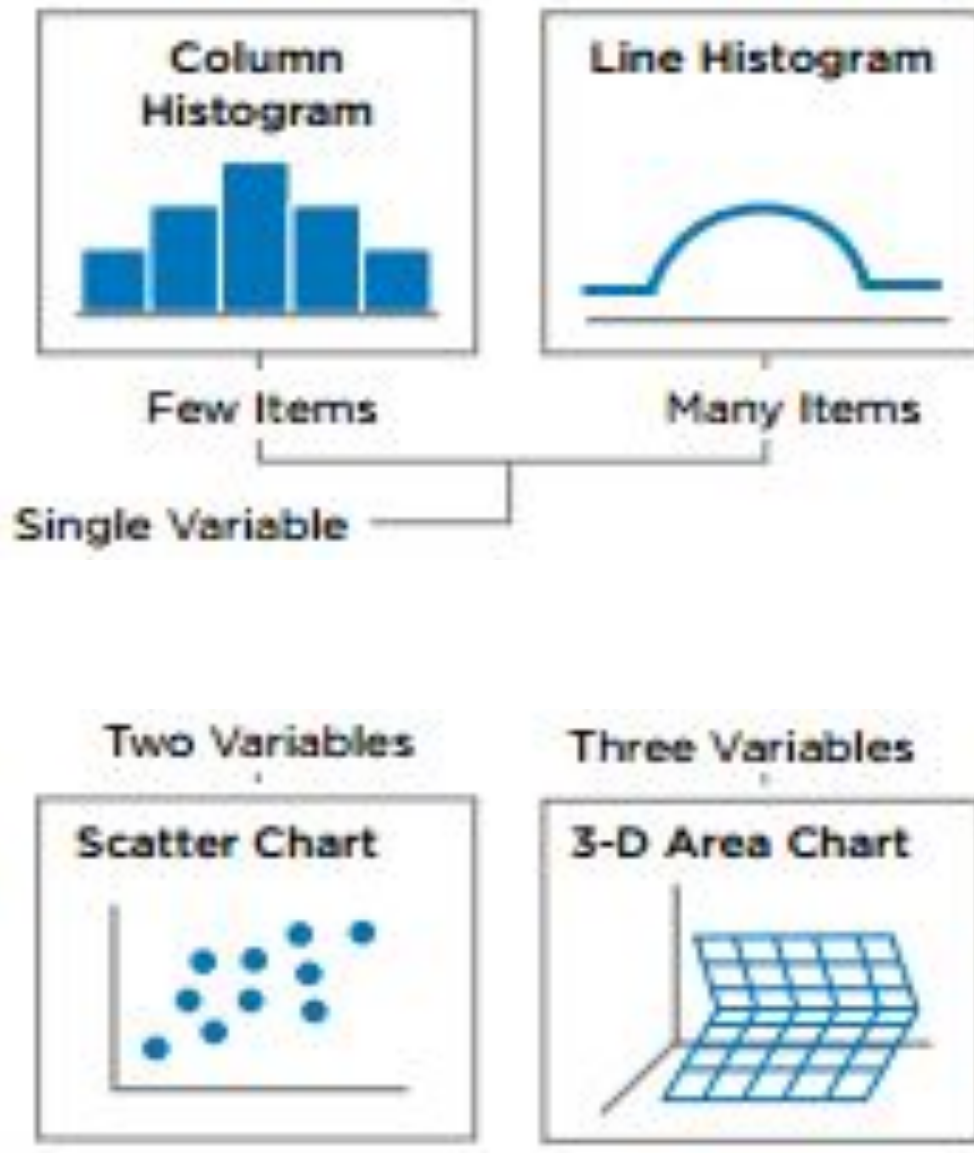
Many Items

Three or More Variables

# CHANGING OVER TIME COMPARISON



# DISTRIBUTION

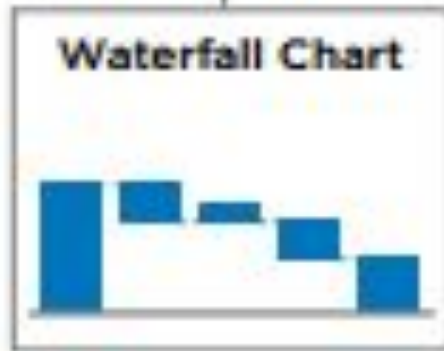


# STATIC COMPOSITION

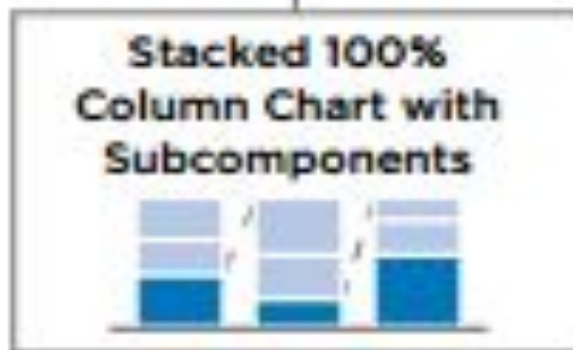
Simple Share of Total



Accumulation or Subtraction to Total

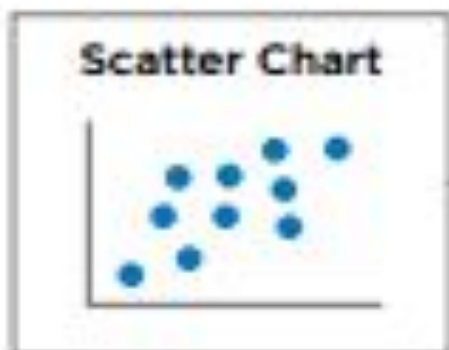


Components of Components

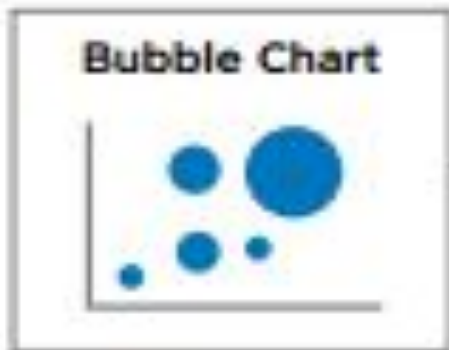




# CHANGING OVER TIME COMPOSITION

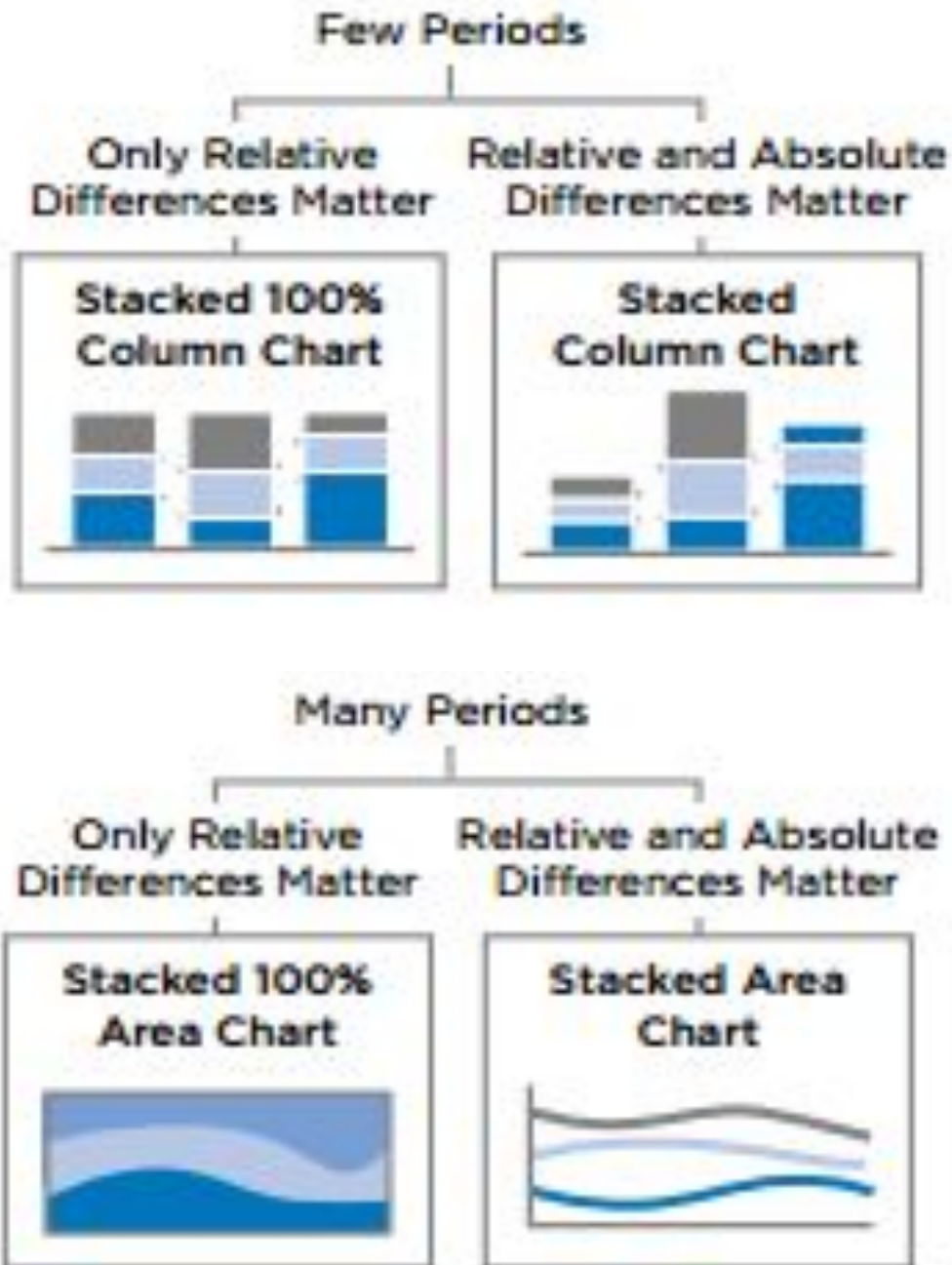


Two Variables



Three Variables

# RELATIONSHIP



# EXCEL TIP #1

## HOW TO MAKE A COMBO CHART IN EXCEL?

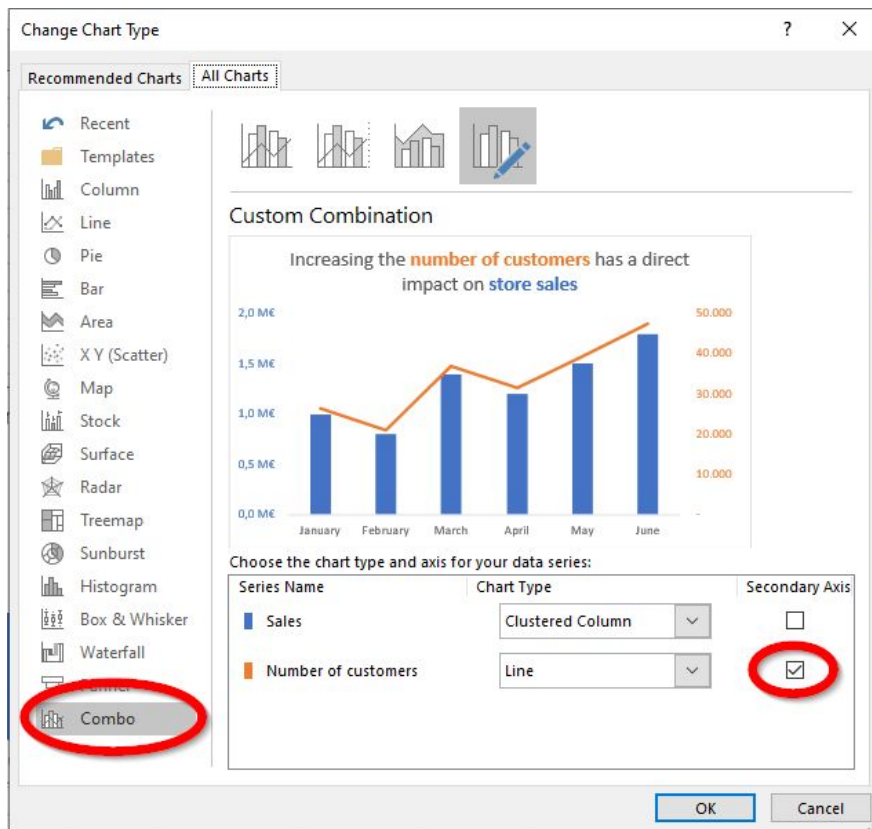


21

# OFFICE 2019

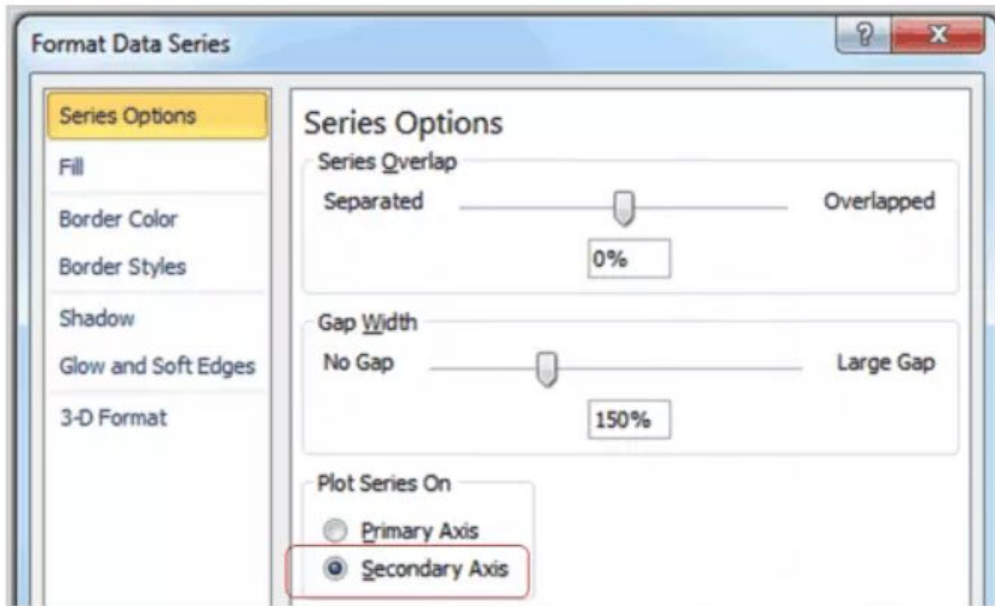
EXCEL TIP #1

1. Select your chart
2. Go to Design in the Excel Ribbon
3. Select Change Chart Type
4. Choose Combo
5. Click secondary Axis



# OFFICE 2010

- 1. Select one of the series in your chart**
- 2. Right-click “Format Data series”**
- 3. Select Secondary axis**
- 4. Right-click again on the serie and choose “Change serie Chart type”**
- 5. Choose another chart type**



# **EXCEL TIP #2**

## **LINK A TEXTBOX TO A CELL**

**22**

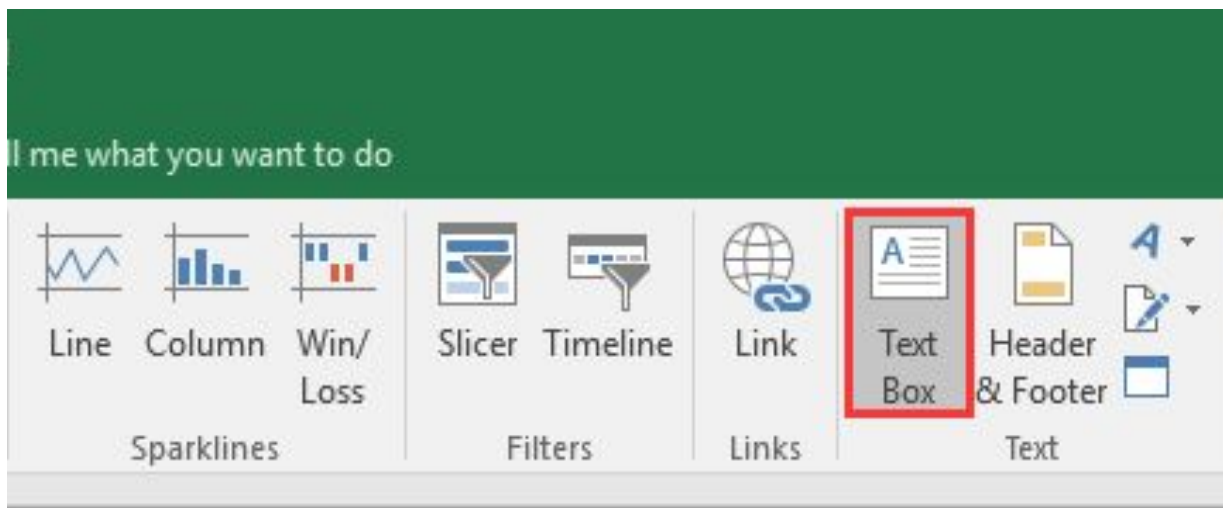
**LEARN  
HOW TO LINK A  
TEXTBOX  
TO A SPECIFIC  
CELL**

**IN 2 EASY  
STEPS**

# 1. INSERT THE TEXT BOX

EXCEL TIP #2

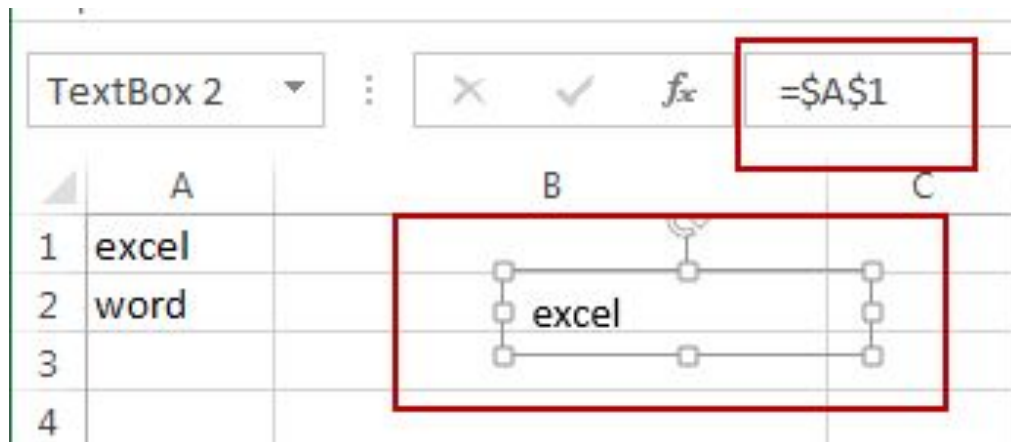
- **Click the Text Box button under Insert tab.**
- **Insert a textbox in your worksheet.**





## 2. TYPE FORMULA

- **Select the text box.**
- **Go in the formula bar.**
- **Type in “=” symbol.**
- **Click on the cell you want to link.**



# **EXCEL TIP #3**

## **REPORTING FIGURES IN THOUSANDS AND MILLIONS**

**23**

# **NEED**

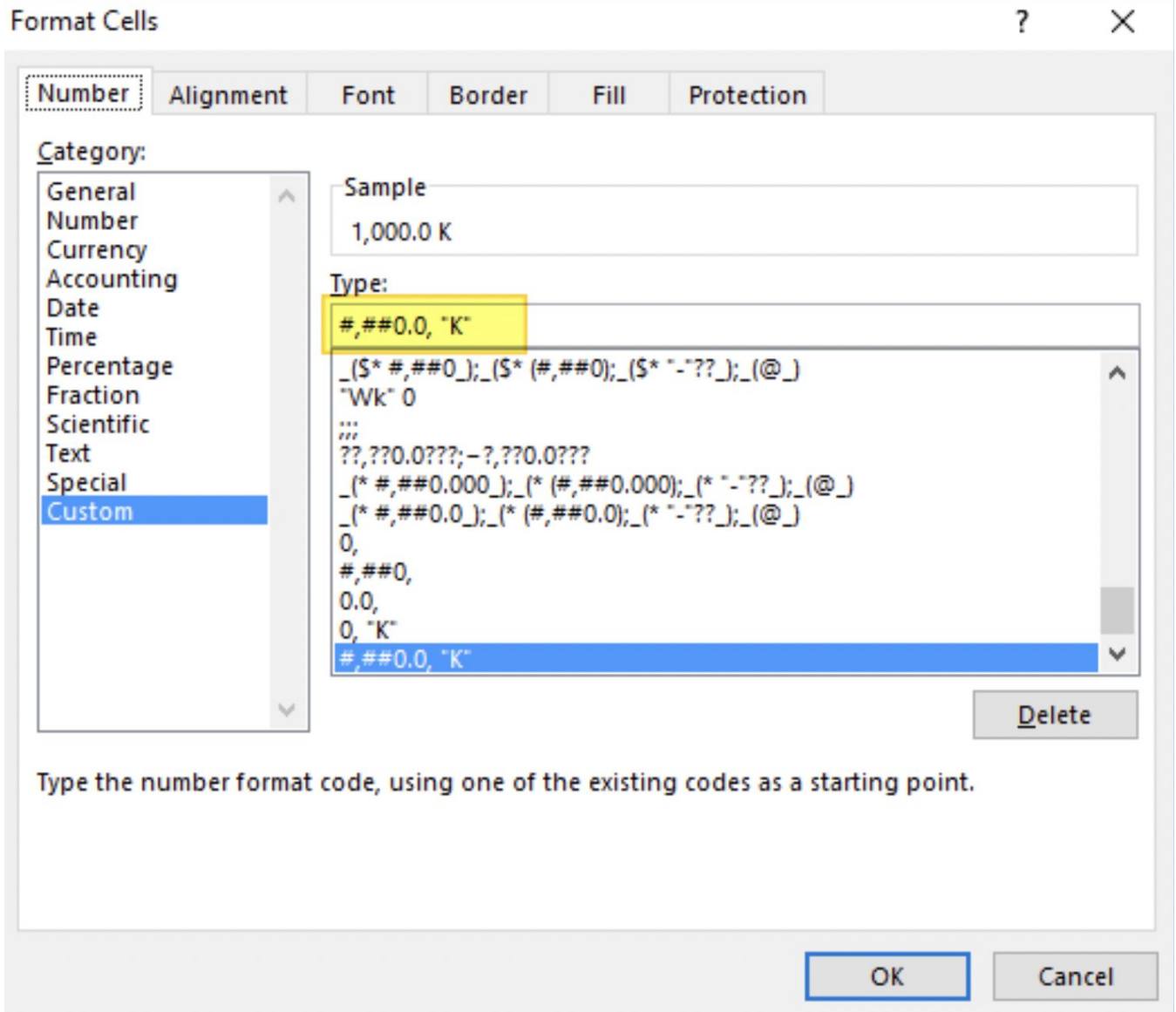
**You have to report figures in thousands or in millions.**

**You are dividing your numbers by 1,000 or 1,000,000 to show your numbers in thousands or in millions.**

# HOW TO DO IT

- 1. Select your cell with the number you want to show in thousands**
- 2. Right-click and select "Format Cells"**
- 3. The "Format cells" dialog opens**
- 4. Go to the "Number" view**
- 5. In the Category, select "Custom"**
- 6. Type or select the following format: #,##0**
- 7. If you want to show thousands, add a comma at the end of the syntax: #,##0,**
- 8. If you want to show millions, add two commas at the end of the syntax: #,##0,,**

# EXAMPLE



# BONUS

## Bonus 1:

-If you want to show a k after the figures for thousands, use : #,##0,"k"

-If you want to show a k after the figures for thousands, use : #,##0,,"m"

## Bonus 2:

-If you want to show decimals, use the following format: #,##0.0, (for thousands).

## Bonus 3:

-Use this technique to convert your numbers format in your Pivot tables value to have automated reports.

1. In the Pivot Table, select one of the cells with the value you want to format
2. Right click and select "Value Field Settings"
3. Click Number Format at the bottom of the dialog box.
4. In the Format Cells dialog box, in the Category list, click the number format that you want to use

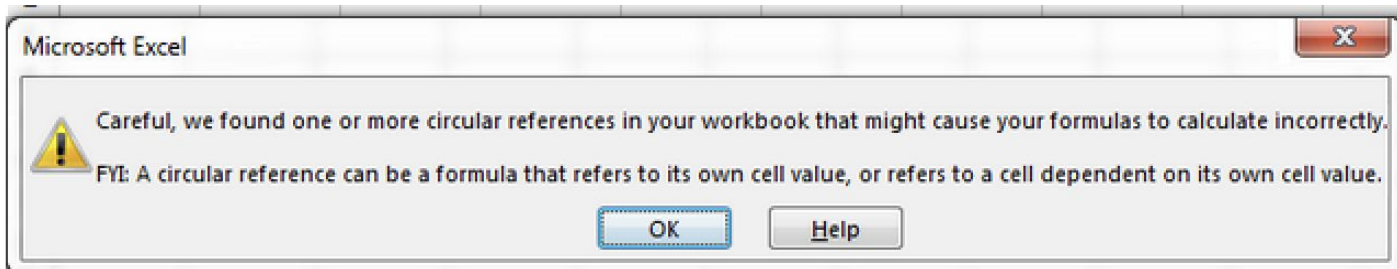
# **EXCEL TIP #4**

## **HOW TO SOLVE CIRCULAR REFERENCES**

**24**

# NEED

**Do you get Warnings  
from Excel about  
Circular Reference but  
never pay attention to  
it?**





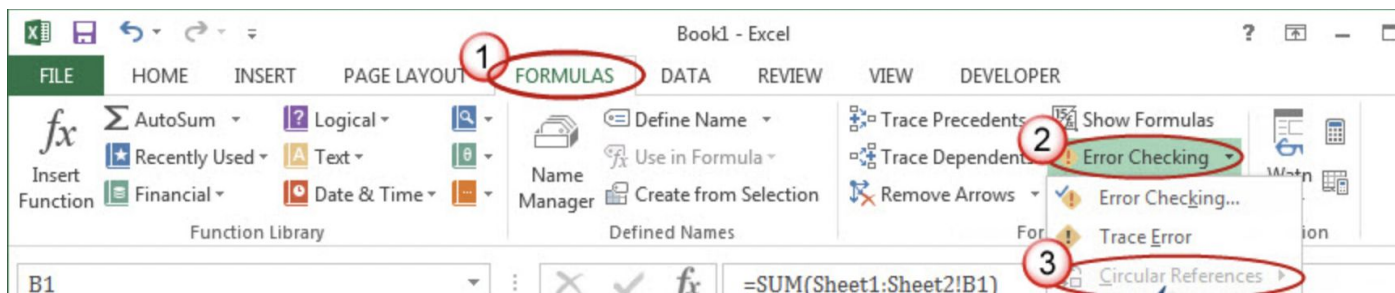
# HOW TO DO IT

Just go to:

Excel Ribbon

1. Click "Formulas"
2. Click "Error Checking"
3. Click "Circular references"

Then Excel shows you the list of cells with circular references if you have some



# **EXCEL TIP #5**

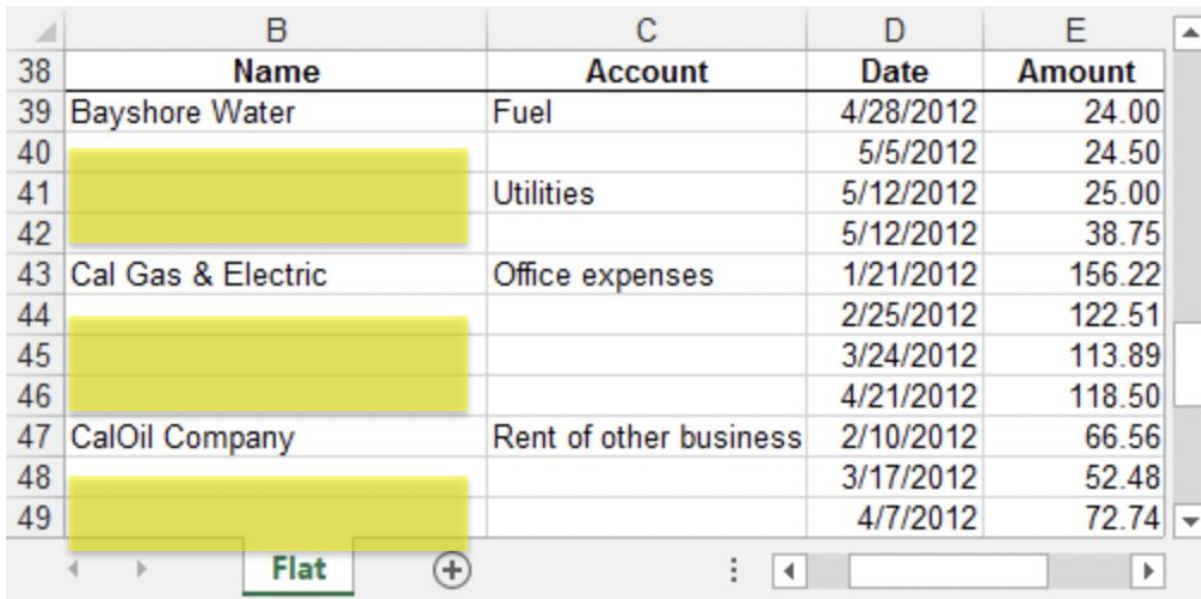
## **HOW TO REPEAT ROW LABELS**

**25**

# NEED

You have a table with row labels not repeated.

Problem: you can not use this table to make a pivot table.



	B	C	D	E
38	Name	Account	Date	Amount
39	Bayshore Water	Fuel	4/28/2012	24.00
40			5/5/2012	24.50
41		Utilities	5/12/2012	25.00
42			5/12/2012	38.75
43	Cal Gas & Electric	Office expenses	1/21/2012	156.22
44			2/25/2012	122.51
45			3/24/2012	113.89
46			4/21/2012	118.50
47	CalOil Company	Rent of other business	2/10/2012	66.56
48			3/17/2012	52.48
49			4/7/2012	72.74

# HOW TO DO IT

- 1) Select the columns with the empty row labels.**
- 2) Press the F5 function key**
- 3) Click Special...**
- 4) Select Blanks and click OK (all blank cells in the data will be selected)**
- 5) Press the = sign once and the UP arrow key once (you will see a formula appearing in a cell).**
- 6) Press CTRL+ENTER to finish**
- 7) All the blank cells will now be filled in with the values. Note that they are all formulas and must be converted to values.**
- 8) Copy the entire range and paste as value**

# EXAMPLE



**BONUS**

**TOP 10  
EXCEL  
SPECIALISTS  
TO FOLLOW**

**26**

**BONUS**

# LEILA GHARANI

**Leila created tutorial videos on the whole Microsoft Suite.**

**I really like the ones on Excel and Powerpoint.**

**Check her Youtube channel.**



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# KAT NORTON

**She is also known as Miss Excel on Instagram and Tiktok.**

**Kat has a modern way to teach Excel tricks and uses Instagram or Tiktok to communicate. Go check it.**





**BONUS**

# **PAUL BARNHURST**

**Paul is sharing his knowledge on both FP&A, Excel and Finance tools.**

**He has great practical tips for finance professionals.**



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**BONUS**

# MATT BRATTIN

**Matt is behind all the Excel free guides from TMB Analytics you can find on LinkedIn.**

**He publishes also videos and has his own set of online courses.**



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**BONUS**

# CHRISTIAN WATTIG

**Christian is one of the best expert on FP&A and give practical tips on how to better use Excel when you are a finance professional.**



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**BONUS**

# **KAREN ROEM**

**Karen is a trainer for Microsoft Office Suite and has a newsletter where she shares regularly productive tips (more than 700 tips listed to date!).**



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**BONUS**

# **CHRIS REILLY**

**Chris is a financial modelling expert and even created a course on the topic!**

**Chris is also a M&A and FP&A expert.**



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# MIKE GIRVIN

**Mike has his own Youtube channel “Excel is Fun”.**

**You will find there extend tutorials on Excel.**

**Check also his new 800 pages book!**



**BONUS**

# **DON TOMOFF**

**Don is regularly sharing tips on LinkedIn on Excel, PowerQuery and other tools (he already posted more than 700!).**



**Follow Nicolas Boucher on LinkedIn**

**BONUS**

# **JOHN MACDOUGALL**

**John has his own website called “How To Excel” with many free Excel tips.**

**John also sends a newsletter where you can receive his new tips.**



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# 10 WAYS TO IMPROVE YOUR

# REPORTING

27



**SWIPE**

# 1. AUDIENCE

**Review who should get the report, why and how is it going to be used.**



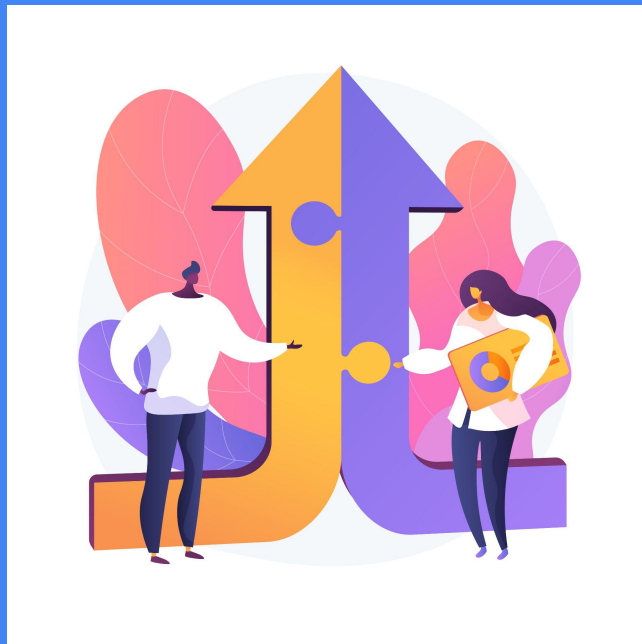
# 2. TIMING

Review how often and when should the report be sent.



# 3. PUSH vs PULL

Should the report be retrieved on a web page (pull) or should it be sent (push).



# 4. BUSINESS DATA

**Add operational data in addition to the financial data.**



# 5. FORMAT

PDF ? Excel ?

Powerpoint ? Webpage ?

Email ?

Choose the most added  
value format.



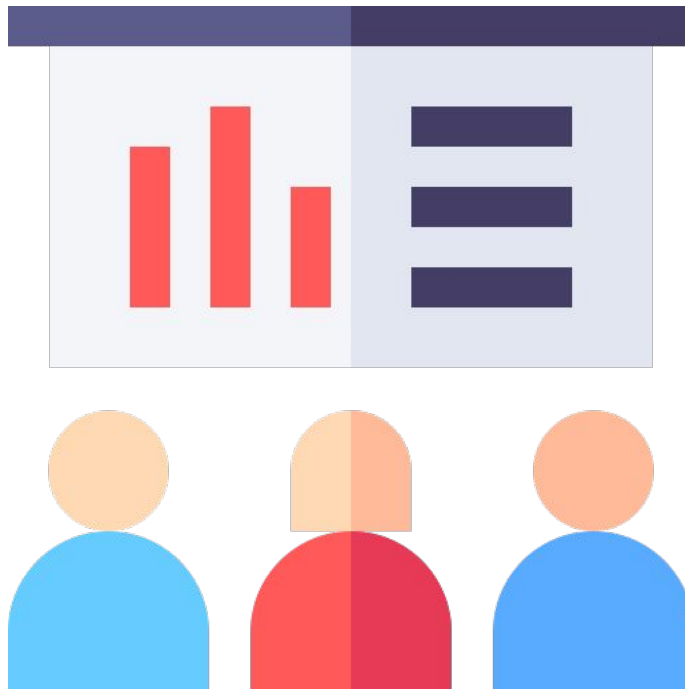
# 6. STANDARD

Use the same color code  
font, abbreviations.  
Standardize as much as  
you can.



# 7. DECLUTTER

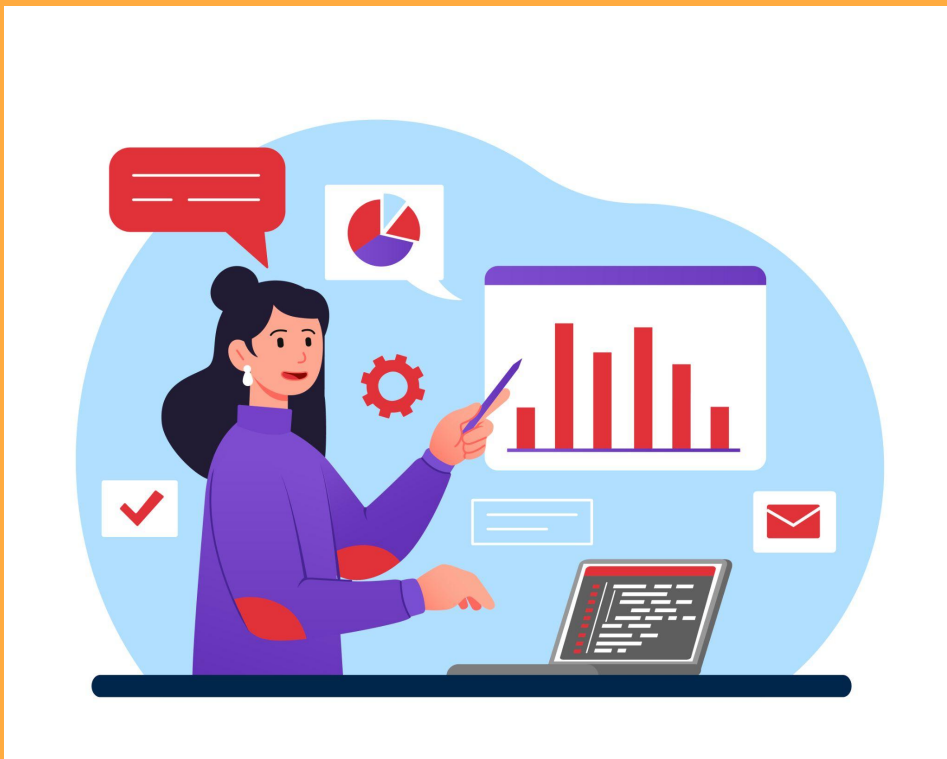
**Eliminate as much unnecessary information as possible.**





# 8. COMMENTS

Add commentaries to add value and context to your report.



# 9. REUSABLE

Make the report easy to be reused in a presentation (size, colors, font).



# 10. SELF-EXPLANATORY

**The report should speak by itself. Use titles, highlights, shapes, footnotes & comments.**



# CV TIPS

## FOR FINANCE

28



**SWIPE**

# TAILOR

# ADAPT YOUR CV TO THE ROLE YOU

# TARGET



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# ACHIEVEMENTS

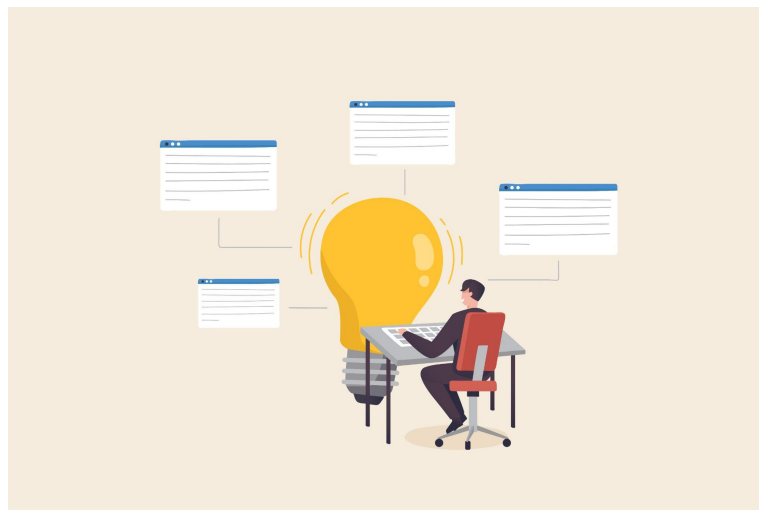
# LIST ACHIEVEMENTS SPECIFIC TO FINANCE



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# EXTRA SKILLS

**SHOW EXTRA SKILLS  
WHICH MAKE YOU  
MORE VALUABLE  
THAN THE AVERAGE**



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**Thank you for reading  
this guide !**

**If you like it,  
save it for you  
and follow me  
to see my future  
posts.**

