"It's not that you don't "get" finance, you just haven't been taught the right way."
- Cherry Birch
Founder of Financial Training Australia

The Financial IQ Accelerator

30 THINGS EVERY CEO, FOUNDER AND MANAGER SHOULD KNOW ABOUT FINANCIAL REPORTING

FTA

FINANCIAL TRAINING AUSTRALIA

Contents

Would you like to know one of the most important skills you need to succeed in management? Chances are you've barely been taught it, worked on improving it, or even given it too much thought in the past.

Which means right now it's probably preventing you from achieving much of the career and departmental success you desire.

If you're currently:

- Unsure how to read a financial statement, income report or cash flow analysis
- Bored out of your mind in every management meeting about accounts
- Frustrated that you've never been able to "get" numbers
- Embarrassed when you're asked about data you don't understand
- Fearful you may be passed over for promotion due to your lack of financial acumen

Then you're in good hands because this report is your ticket to leaving each and every one of those sticking points behind for good. On the following pages I'm going to give you the very same information I pass onto my clients. Clients like SAP (a $4 billion-dollar conglomerate), ANZ bank and Monash University, as well as smaller businesses.

This report is your first step to "getting" finance.

Meet the expert

Cherry Birch
Founder and Author
Financial Training Australia

> *It's not that you don't "get" finance, you've just never been taught the right way.*

Financial IQ Test

I've created this short financial IQ test to help you assess your current level of financial acumen. In the next section, I'll give you helpful answers and tips for each of these questions so you can immediately fill in some of your knowledge gaps.

I want you to answer honestly so we have an accurate baseline from where to start, give yourself a tick for every question you answer "yes" to. At the end, you're going to add up your score.

Understanding your organisations' financial reports

- ❑ Do you understand the Income Statement?
- ❑ Do you understand which lines of the Income Statement you can influence?
- ❑ Can you read a Balance Sheet or a Statement of Financial Position?
- ❑ Do you know the definition of a Current, versus a Non Current, Asset and its relevance?
- ❑ Do you understand the difference between Accrual and Cash Accounting?
- ❑ Do you understand how to review the Cash Flow Statement?
- ❑ Do you understand the concept of Depreciation and Amortisation?
- ❑ Do you understand how GST is treated and which of the 3 key financial statements are going to be inclusive of GST and which exclusive?

Key financial ratios

- ❑ Do you know the key financial ratios used by your organisation?
- ❑ Do you know how to calculate EBIT and EBITDA and what each measures?
- ❑ Do you know which Liquidity ratios are most relevant to your organisation?

- ❑ Do you understand the difference between mark up and margin?
- ❑ Do you understand how DSO, DIO and DPO are calculated and their relevance to your organisation?
- ❑ Do you know which ROI measures are used?
- ❑ In reading company annual reports do you understand basic EPS and diluted EPS?

Business finance

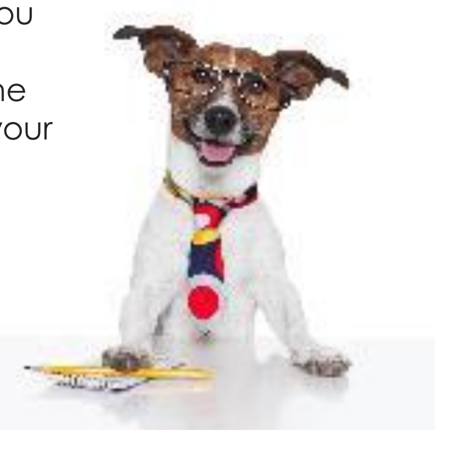
- ❑ Could you articulate the financial objectives of your organisation?
- ❑ Could you describe the financial strengths, constraints and challenges of your organisation?
- ❑ Have you had business cases approved (where you were responsible for the financial content)?
- ❑ Do you understand what is involved in creating value for your organisation?
- ❑ Do you understand the concepts of Payback, NPV and IRR?

Budgeting and costing

- ❑ Do you feel confident in preparing an operating budget on an accrual accounting basis?
- ❑ Could you prepare a cash flow budget?
- ❑ Do you understand Zero Based budgeting and why it became popular during the GFC?
- ❑ Do you understand the true costs of the services your area provides – both direct and indirect?
- ❑ Do you understand how indirect costs are allocated?
- ❑ There are 4 variables which drive Revenue (Revenue = C x F x T x P) – can you identify them?
- ❑ Do you know the key costs drivers for your area?
- ❑ Do you understand the difference between Opex and Capex and their different accounting treatments?
- ❑ Do you understand the differences between price, volume and timing variances and which are permanent and which temporary?
- ❑ Could you predict the actual results for your area at the end of each month before you receive the report from finance?

Calculate your score

Time to tally up your score! For each question you answered "yes" give yourself a score of 1. Now add them all up. What's your final score? Use the scale on the following page to get an idea of your financial IQ.



Your financial IQ

Total score is between 1-9

Honestly, most managers I work with fall into this category. If this is you – great! This means your progress will be all the most impressive when you attend your next meeting.

Total score is between 10-19

Nice job! Looks like you have a firm grasp on a lot of the basics, and you just require a bit of help with some of the more advanced concepts. You're in the right place for that.

Total score is between 20-25

Brilliant! You've got a really solid foundation from which we can work from.

Total score is between 25-30

Congratulations! You're a finance genius!

Want to improve your score?

I've included short answers to each of the 30 questions to help you boost your financial knowledge and fill in your knowledge gaps.

I've included quite a bit of information below – don't let it overwhelm you. For now, only read my review on the three key areas you want to improve upon. If you try to take too much in, it will feel like you're drinking from a fire hose!

Did you know?

According to a QuickBooks survey, more than 40 percent of small business owners identify as financially illiterate. Many small business owners likely use the same principles for governing both their personal and business finances – but these two entities are not necessarily the same.

Understanding your organisations' financial reports

Do you understand the Income Statement?

The Income Statement is now the most commonly used term for what most people call the Profit and Loss Account – often shortened to the P & L. It shows over a given period, usually a month or year, what has been earned and what expenses have been incurred to calculate a profit or loss.

Do you understand which lines of the Income Statement you can influence?

This will be very specific to each manager but it is likely to be what accountants call the direct costs – these are the ones specific to your area and over which you are likely to have control.

Can you read a Balance Sheet or a Statement of Financial Position?

Very simply, the Balance Sheet is like a snapshot or photograph of a business at a specific date. It shows what the organisation owns (Assets) and owes (Liabilities) at that time. The Balance Sheet summarises how the organisation has been funded e.g. from shareholders (Equity) or from Debt and shows how those funds have been used to invest in assets.

If you work for a large organisation, then it is likely that you do not often see the Balance Sheet, since unlike the Income Statement which is usually produced for each department or business unit, the Balance Sheet is only prepared for the whole organisation.

Do you know the definition of a Current, versus a Non Current, Asset and its relevance?

Assets are classified under these 2 headings on the Balance Sheet, so it is possible to see the total of assets which are short term as opposed to long term. Current assets are those which the organisation expects to turn into cash or use in the next 12 months. Non Current assets, more commonly referred to as Fixed Assets, are assets which the organisation intends to keep for more than 12 months.

Note that it is the intention of what the business plans to do with the asset, rather than the actual nature of the asset. For example, if a business was selling a property at the year end, that property would be classified under Current Assets.

Do you understand the difference between Accrual and Cash Accounting?

Cash accounting is recording transactions only when cash changes hands i.e.

receipts and payments. Accrual accounting records transactions as they happen – not just when cash is paid or received. So, with accrual accounting, revenue is earned and therefore recorded when goods or services are delivered to the customer or client. Expenses are recorded when they are incurred e.g. when a contractor has performed the work, irrespective of whether they have been paid or not.

The Income Statement or Profit and Loss Account is prepared using accrual accounting. principles.

Do you understand how to review the Cash Flow Statement?

Businesses go bust not necessarily due to making losses but usually because they run out of cash. This statement, which is one of the key reports in the annual report, shows what has happened to the cash during the year. It reconciles the closing cash and bank balance back to that at the beginning of the year by classifying cash receipts and payments under 3 main headings:

- *Operating Activities* – these are the cash receipts from customers less payments to suppliers and employees – the core trading cash flows. If the business has made a profit – as shown in the Income Statement – one would expect the Operating Activities cash flow to be positive. If not, there might be problems.

- *Investing Activities* – this shows how much cash has been spent on buying new property, plant and equipment less the cash proceeds from any asset disposals. From this, you can determine how much the business is investing in the long term – is it going through a large expansion program or even perhaps, divesting? For a growing business, this would be a negative cash flow.
- *Financing Activities* - this last heading shows changes in the financing of the organisation – any new loans taken out, loans repaid, shares issued or cash spent on paying dividends or a share buyback. Whether it is a positive or negative cash flow will depend on the other two headings. E.g. If the company is making big investments in long term assets and the cash generated from operations is not enough to pay for this, then it is likely this category will be positive as the company takes out further loans or issues more shares to raise the funds to pay for this expansion.

Do you understand the concept of Depreciation and Amortisation?

Depreciation is the accounting methodology which, under accrual accounting, tries to match the costs incurred against the revenue earned by an organisation in the same accounting period. When an asset is acquired which has an useful life of more than one year, then it is 'capitalised' i.e. treated as a long term or non current/fixed asset.

Using depreciation, the cost of this asset is then spread over its useful life – rather than charging the total cost of the asset against profit in the year it is acquired. Depreciation does not involve cash, it is purely an accounting adjustment to spread the cost of the asset. Note that no money is being set aside to buy a replacement asset at the end of its useful life, so it will be important that the business factors in the cost of replacing the asset in its cash flow budgeting.

All organisations use the concept of depreciation, irrespective of whether they pay tax or not. For those businesses paying tax, the rate of depreciation used for accounting purposes is often different to that which the business can claim in calculating its tax.

Amortisation is exactly the same accounting concept, however this terminology is applied to intangible non current assets, whereas depreciation is used when referring to tangible non current assets.

Do you understand how GST is treated and which of the 3 key financial statements are going to be inclusive of GST and which exclusive?

In effect organisations that are registered for GST, act as unpaid tax collectors for the Australian Taxation Office! Businesses do not earn GST, it is not theirs – so in the Income Statement or Profit and Loss Account, all revenue is shown exclusive of GST and similarly all costs are shown exclusive of GST. However in the Cash Flow Statement all cash receipts and payments will include GST, reflecting what actually happens on a cash basis.

Key financial ratios

Do you know the key financial ratios used by your organisation?

A ratio is simply one number divided by another and every organisation can decide to use whatever ratios they determine are most useful for monitoring financial results. Every organisation is different, has different financial objectives and therefore it makes sense that they will measure different things. One of the keys to being financially savvy is understanding the key business drivers of your organisation, what is measured by the business and how your role and your decisions impact the finances.

Do you know how to calculate EBIT and EBITDA and what each measures?

EBIT stands for Earnings Before (deducting) Interest and Tax. Earnings is another term for profit. This is used by many commercial organisations as a key measurement of operational performance and is often used to measure the performance of different departments, business units or even branches of a business. Why is this figure used and not the final profit number – what might be termed the 'bottom line'? Well operational managers do not have any control or influence over the financing of the business and therefore the interest nor do they get involved with tax. So, it makes sense to measure operations only on what they can control.

EDITDA is a variation on EBIT and is calculated using the EBIT but then adding back Depreciation and Amortisation. Businesses with a large amount of infrastructure i.e. high fixed/non current assets, will usually use EBITDA rather than EBIT. It follows the same logic re control and it could be that operations do not influence capital expenditure decisions and therefore depreciation. As explained above, depreciation and amortisation do not involve cash, and so the EBITDA number is sometimes referred to as the cash profit. "Cash is King"- you may have heard this expression – I have numerous times!

Do you know which Liquidity ratios are most relevant to your organisation?

Liquidity refers to cash not water when it is used in a financial context! So liquidity or solvency ratios measure the amount of cash – or things that can be easily turned into cash – that an organisation has and often this encompasses its ability to pay its invoices. Common liquidity ratios are the Current or Working Capital ratio, the Quick or Acid test ratio and the Operating Cash Flow ratio. Free Cash Flow is another key number that many organisations measure.

Find out what ratio is used, how it is calculated and indeed any targets that have been set for the business.

Do you understand the difference between mark up and margin?

Now I hope that if you are in a sales role, you are well aware of the important difference between these 2 measures. I did hear of one horror story from a client where there had a been a mix up and the salesman thought he done a great deal only to find that was not the case since had confused the terminology.

Mark Up is usually expressed as a percentage and it is applied to the cost price to calculate the sales price. E.g. If the cost price is $50 and we use a mark up of 100%, then the sales price is $100.

Margin is calculated by dividing the profit by the sales price. So, in our example above, the margin would be the profit (sales price – cost price i.e. $100- $50 = $50), divided by the sales price of $100 i.e.50%.

Do you understand how DSO, DIO and DPO are calculated and their relevance to your organisation?

These are all ratios designed to measure asset efficiency sometimes referred to as Utilisation of Assets. All monitor the amount of cash tied up in what is termed the working capital– this is the money that is needed to run the business on a day to day basis.

- *DSO* – Days Sales Outstanding calculates the average time customers are taking to pay their accounts – the faster the better. A good benchmark would be the terms of trade.
- *DIO* – Days Inventory Outstanding calculates the average numbers of days sales tied up in inventory or stock. This can be done on a total basis but is also done on a line by line basis which can help identify which lines are slow moving.
- *DPO* – Days Payables Outstanding calculates the average time the business is taking to pay its suppliers. For good cash flow management, it would be good if this number is higher than DSO!

Do you know which ROI measures are used?

Every commercial organisation is going to be interested in some sort of Return on Investment measure. After all you could say that every commercial enterprise is in business to make a better return than putting their money in the bank!

Return on Net Assets or Return on Equity are normally calculated using the net profit divided by the Equity – what the shareholders have put into the business. This is a key measure for shareholders.

Return on Invested Capital, Return on Total Investment and Return on Capital Employed usually measure the profit generated in relation to the total funding of the business – so both debt and equity.

Bear in mind that different businesses calculate ratios differently so it is important to understand how the ratio used by your organisation is calculated and how you can positively influence it.

In reading company annual reports do you understand basic EPS and diluted EPS?

EPS stands for Earnings per Share and is a key number tracked by investors. Basic EPS is the shareholders' ROI since it calculates the profit after tax earned by each share. Note this is not the same as Dividend per share; this is the amount earned by the shareholders but it then be up to the majority of shareholders to determine how much is paid out as dividend and how much is reinvested in the business.

The Annual Report also needs to disclose the Diluted EPS figure. This is the same calculation as for basic EPS but dividing the profit after tax by all the shares that could be in issue i.e. including all outstanding share options.

Business finance

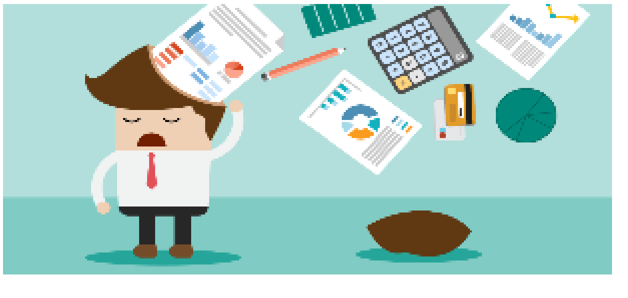
Can you articulate the financial objectives of your organisation?

Every organisation is different and therefore will have different financial objectives. These may be include perhaps Revenue, EBIT, EBITDA or EPS growth. Not for profit organisations might have objectives around financial sustainability.

Understanding the strategic direction of your organisation, its key strategic objectives and how they are reflected in the financial objectives can only enhance your reputation and add to your confidence in contributing to initiatives and discussions on this subject.

Can you describe the financial strengths, constraints and challenges of your organisation?

This is also important and part of understanding the bigger picture. Just as you may perform a SWOT for your own area or business unit, so being able to articulate how that looks for the whole organisation, can help you enhance your contribution.



Have you had business cases approved (where you were responsible for the financial content)?

One of the greatest opportunities to create value for the organisation is to make business proposals - whether it is for the purchase of a new piece of equipment, the development of a new product, the opening of a new office etc. etc. A business case document is a formal written argument intended to convince a decision maker to approve some kind of action, usually to finance the proposed project.

If you are the author of this business case, it is important that you are not only able to describe the technicalities and operational details but are able to make a good estimate of all the costs and benefits in financial terms relating to the proposed project.

Do you understand what is involved in creating value for your organisation?

Very simply, value is created for the organisation by investing in products, programs and projects which earn a greater return than the cost of funding it. (E.g. If we borrow money at 5% and invest it in a project giving a return of 15%, we are creating value.)

So do you know the cost of funding for your organisation? Add a few percentage points to this for the risk of the project not being completed, on budget and on time, and that will be the basis for the minimum return required from your project to create value. This required return is usually referred to as the 'hurdle rate'.

Do you understand the concepts of Payback, NPV and IRR?

I have not so far come across a business with unlimited resources! So in order to ensure that the business invests in the best projects – both for strategic as well as financial purposes – it is important that they set capital investment appraisal criteria.

The most common investment appraisal criteria are Payback, NPV and IRR. All three are used by most companies since they measure different things.

- *Payback* – Calculates the time period over which the expenditure savings, or additional cash inflows from the investment, will pay back the investment made. Payback answers the Question – *"When will we get the money back?"* It is widely used and is simple to calculate. Typical payback periods may be 'less than 3 years' and for technology companies, it could be 'less than 12 months'! Effectively it manages risk.

- *NPV* – Net Present Value. This method takes into the account what is termed the 'time value of money'. Capital investments can often not earn any cost savings or benefits for a few years. So to compare investments that will result in different cash flows at different times, all of the future cash flows resulting from the investments are converted into present values. NPV is the surplus of the cash inflows over the cash outflows – all discounted to present values using the 'hurdle rate' (see above). This then makes it possible to compare several different projects on a common basis. NPV answers the Question – *"Does this investment give us the required rate of return?"*

- *IRR* – Internal Rate of Return. IRR is the interest rate at which the present value of the saving made, or of the cash inflows generated by the proposed investment, is exactly equal to the present value of the cash outflows. In other words, it is the interest rate at which NPV is zero. This is a difficult concept to grasp, but whilst you may not understand the details of how it is calculated, understand that IRR answers the Question – *"What rate of return is this investment offering?"* As a result IRR can be the deciding criteria.

Budget and costing

Do you feel confident in preparing an operating budget on an accrual accounting basis?

The operating budget might just be referred to as your budget, but it is worth remembering that for the organisation, as a whole, there will be 3 different types
of budget – The Capital Expenditure Budget, The Profit and Loss or Operational Budget and the Cash Flow Budget. The latter is usually prepared at an organisational level but both the Operational Budget and the Capital Expenditure may be split up and prepared separately for each different department or business unit.

As explained earlier the Operational or Profit and Loss Budget will show the planned revenue to be earned, typically shown each month and adjusted for seasonality where applicable, and then the expenses to be incurred will be calculated. So, the timing will reflect when the sales are made, not when it is expected that the customer will pay and similarly expenses will be recorded on the budget based on the timing of when they are expected to be incurred.

Remember that a budget is just a financial plan and unless you have a crystal ball, you will not be able to predict accurately exactly what is going to happen in the next financial period. However if you are being asked to complete the budget, it is because you are viewed as the most expert in your area. As such, you should be able to do your research and use your knowledge to make the best guestimate.

Could you prepare a cash flow budget?

The Cash Flow Budget typically starts with the opening bank balance/s and records the predicted cash inflows and cash outflows each month plus the resulting closing cash balance. (It maybe you already do this for family budgeting purposes.)

The Cash Flow Budget predicts when the cash will be received – when the customers pay us – and when cash will be paid out - when we pay suppliers and employees. The latter is easier to predict since to a greater extent we have control over this, but the hardest thing, for most organisations, to do is to predict cash inflows. Naturally your organisation will have set terms of trade, however unless your collections are managed well, some customers may ignore the payment terms and therefore they need to be chased.

Do you understand Zero Based budgeting and why it became popular during the GFC?

There are a number of different ways to assemble budgets and the approach which is used most often is referred to as **historical, incremental or base line budgeting**.

It involves taking your latest actuals/forecast numbers for the current period and using this as the starting point for next year's budget, then factoring in the likely changes. These changes will obviously include such things as CPI, identifying one off items which happened this year and are not likely to be repeated, as well as planned changes in processes, personnel or equipment.

Zero Based Budgeting was used by a lot of companies during the GFC as a way of challenging their costs. As you might guess, it means starting with a clean sheet. Obviously if this was a budget for a new project or business you would be doing this anyway, but this approach can be very powerful when applied to ongoing areas. It involves building the budget up from scratch and should be focussed on the deliverables – *what do we want to achieve here?* and benchmarking – *what should it cost?* This approach avoids the "well it cost this much this year, so it will cost that plus x next year" – without possibly challenging the underlying cost. Of course the big downside of this approach is the time that it takes. The other possible downside of a zero based budgeting is the danger that in starting from a clean sheet you might miss something. However there is nothing to stop you using a combination of these approaches.

Do you understand the true costs of the services your area provides – both direct and indirect?

Direct costs are those that can be clearly seen to be costs of providing the service. They are likely to be the costs which are under your control in the area. E.g. the employment costs of the staff providing the service, the space they occupy, the materials used in providing the service etc.

However if you work for a large organisation, there are probably a number of support services which your organisation provides which may not be so visible. Over the years, as organisations have looked for efficiency savings, so many of these support services have been centralised and so today we have many more shared costs – our indirect costs. To understand the true cost of providing a service, it is important to also take account of these indirect costs.

Do you understand how indirect costs are allocated?

This again varies from one organisation to another. It maybe that these shred costs are kept at a corporate level and not allocated further. If these shred costs are allocated than there are two commonly used basis for allocating them.

The first is referred to as *Absorption Costing* or *Total Absorption Costing*. This is where one basis is used for allocating the indirect costs – possibly as percentage of revenue or as percentage of the direct costs. This approach has been around for many years and I would suggest is now outdated, as the proportion of indirect costs compared to direct costs has grown.

In the 1990's a new approach emerged – called *Activity Based Costing*. ABC is useful where:

- The proportion of indirect cost is high
- Multiple tailored products or services are produced

ABC allocates *indirect costs* to *activities*, then assigns the costs collected in those activities to products or services - by means of *cost drivers*.

The approach relies on sophisticated computer systems but when introduced has helped organisations to understand the true costs of some of their services and to identify non value adding activities.

There are 4 variables which drive Revenue (Revenue = C x F x T x P) – can you identify them?

Revenue = (Number of **C**ustomers) x (Frequency of **P**urchase) x (Average **T**ransaction Size) x (**P**rice).

Following on from this, do you understand:

- What external and internal factors are influencing each? (i.e. the drivers)
- What are you doing to leverage all of these revenue drivers?
- What changes are anticipated?

Do you know the key costs drivers for your area?

A Cost Driver is a factor that influences or contributes to the expense of business operations. In Activity Based Costing an activity cost driver is something that drives the cost of a particular activity.

In setting your budget and indeed both monitoring and reporting on performance, it is important to understand the key cost drivers for your areas. Focus on the largest costs – one of which is likely to be employment costs.

As with revenue drivers, do you understand:

- What the cost drivers are for each major cost line?
- What are you doing to optimise the impact of these cost drivers?
- What changes are anticipated?

Do you understand the difference between Opex and Capex and their different accounting treatments?

When an asset is acquired which has an useful life of more than one year, then it is 'capitalised' i.e. treated as a long term or non current/fixed asset. (**Capex**) This means that it taken to the Balance Sheet rather than charged immediately as an expense in the Income Statement/Profit and Loss Account. Whereas if an asset is purchased but it is likely to be used within 12 months then it is treated as **Opex** i.e. charged as an expense immediately in the Income Statement.

Repairs and maintenance are Opex unless the repairs extend its useful life, then these costs would be added to the value of the asset and depreciation would be recalculated over the revised useful life. All the costs of getting an asset operational can be treated as part of the asset which is capitalised.

Do you understand the differences between price, volume and timing variances and which are permanent and which temporary?

- *Price variances* - The price paid or charged for an item was more or less than was budgeted. This is a permanent variance.
- *Volume variances* - More, or less, of the item was sold/purchased than was budgeted. The reason for the volume variance needs to be determined. This is a permanent variance.

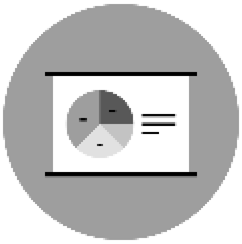
- *Timing variances* - The cost has been incurred in a different month than was budgeted, but will not affect the total for the year. A timing variance will be offset in future months, or against previous months and is therefore a temporary variance. Often projects get delayed giving rise to timing differences. This leads to the budget in say the first month with no expenses against it. Unless it is reviewed and this variance spotted, then the budget holder may assume that they are underspent for the month. Of course if the project then goes ahead, the expense will then be incurred in a month when there is no corresponding budget.

Could you predict the actual results for your area at the end of each month before you receive the report from finance?

This is surely the best test of whether you fully understand your financial report. You know what has been going on in your area, so can you translate that into what the financial report will show?

Challenge yourself at the end of next month by taking last month's report and against every line (or the main headings if there are too many), note down whether you think the number will be higher or lower for the next month. If you want to stretch yourself further, you could predict the actual number!

If you do this, it will give you the confidence that you are in control. For any results which are different from your predictions, have the confidence to go and ask - you never know, there could be an error!



Conclusion

I've done my best – within the limits of this report – to give you everything you need to start to speak confidently in your next financial meeting.

Now that you're at the end, you've got a choice.

You can put this information aside and go on living your life as if nothing has happened, convincing yourself that nothing needs to change. If you do, then I owe you an apology. Because it means words weren't strong enough or my thoughts weren't clear enough.

OR

You can decide right now that starting today you're going to become even more financially literate. You're going to be of greater service to your company and your colleagues. You're going to be the most capable manager you're fit to be.

Only you can decide. If you decide to take the latter path, here's what I suggest.

I will set aside some time in my calendar to have a confidential strategy session with you. This session will go for approximately 60 minutes and will be absolutely FREE.

During the session, we'll talk about your specific situation. I'll get to know your organisation and situation better, answer all of your most pressing financial questions and help you develop a better level of financial insight and understanding so you never feel lost, confused or uncertain when examining your company or department's financial position or reports ever again.

We'll also determine if you're a good fit for any of the workshops or coaching programs that we provide which can help you get up to speed quickly, and in a way that's simple and fun. If this appeals to you, please email us at info@financialtrainingaustralia.com.

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