



Karen takes fear out of finance

All our finance courses are delivered personally by kmp partner Karen Price.

Karen is an experienced trainer who has planned, co-ordinated and delivered management training up to board level in a major publishing plc.

A former finance director, Karen has a strong

background in the publishing business and is a member of the Institute of Credit Management.

She has a wide experience of delivering finance training to managers at all levels and has won consistent praise from clients and delegates alike for the quality of her training. As one delighted training

manager put: "Karen takes the fear out of finance and puts delegates at ease. Her finance and training skills combine to give excellent results."

She has also operated as an internal consultant on human resources issues and advised senior managers on gaining recognition under the Investors in People scheme.

Sharpen up your financial skills

One of the biggest worries facing newly appointed or promoted managers, is their understanding of the financial side of the business.

This was identified years ago by kmp partner Karen Price, when she was working as a finance director in a major publishing plc.

"I was always struck by the number of managers who struggled with the finances and seemed to have a block about numbers," she said.

"It occurred to me this was a training need and so I started running informal

ALL THE DETAILS ON PAGES 2 AND 3

sessions for anyone interested."

Eight years since she and partner Martin launched kmp training, the provision of in-house finance training has become a major activity for the business. Among the many programmes provided by kmp, there has been a continuous and growing demand for finance training at all levels in a wide range of businesses.

Courses are tailored specifically for each client using internal reports and financial statements with which delegates are familiar.

Over the years, kmp training has steadily developed the range and depth of its finance courses and is now acknowledged as a leading provider.



Quick guide to in-house courses

Understanding finance

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Business planning

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Strategy and finance

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Budgeting and forecasting

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Budgeting and costing

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Project approval

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Coaching and financial workshops

All these courses can be tailored

Understanding Finance

One of our most popular programmes which provides an opportunity for managers to improve their knowledge and add to their financial skills.

At the end of the course, delegates will have a solid understanding of how they can improve the financial performance of their businesses and increased confidence in dealing with financial information.

Programme

- Budgeting - construct and monitor and review
- Forecasting
- Profit and loss reporting
- Controlling costs
- Importance of cash flow
- Role of the accounts department
- Credit control
- Marginal costing
- Viability of external events
- Company financial statements
- Key accounting ratios
- Project evaluation
- Group work
- Accounting jargon

Duration: Two days

Delegates: Maximum 10

Business Planning

Business planning has become a highly successful part of our programmes since its introduction in 2002, with enthusiastic feedback from delegates.

Delegates will have maximum opportunity to relate the theory to their own business and the programme concludes with a business plan presentation.

Programme

- Difference between planning and strategy
- Linking the business plan to the strategy
- Business plan format
- How to involve the team
- Executive summary
- Financial plans
- Marketing plans
- Sales plans
- Editorial/product plan
- People plans
- Presenting and gaining approval
- Practical exercise and presentations
- Communicating the plan
- Monitoring and reviewing

Duration: Two days

Delegates: Maximum 10

Strategy and Finance

This two day programme is designed for more senior managers who may be involved with strategy, budgeting and forecasting.

Understanding the City, company financial reports, and monitoring competitors are a key parts of the programme, which also includes presenting and evaluating new ideas and projects.

Programme

- Importance of strategy
- Short and long term needs
- How to involve the team
- Financial implications of making decisions
- Recognising and interpreting trends
- Interpreting company financial statements
- Understanding the City
- Competitor activity
- Project evaluation and the impact on current budgets
- Payback, rates of return, capital invested and exit benchmarks
- Monitoring performance
- Reviewing the strategy

Duration: Two days

Delegates: Maximum 10

Coaching and Finance Workshops for small groups

In addition to the range of formal training programmes, kmp offers tailor-made sessions for individuals or small groups.

We work closely with clients on the content of these sessions which are often used to resolve specific issues or problems which managers may have encountered in their work.

A number of our clients have found these sessions particularly useful as an alternative to more traditional courses.

Case studies

- A forecasting workshop for a group of senior commercial managers in a major consumer publisher. Content included: concerns about forecasting; use of resources and procedures.
- A coaching session for two publishers who needed help and guidance in getting the most out of their company's management accounts and budget processes.

to your company's own needs

Budgeting and Forecasting

Accurate budgeting and forecasting is a key business skill and this course is specifically for commercial managers and their staff.

Programme

- Introduction to strategy
- Assessing strategic thinking
- Constructing the budget
- Reviewing the budget
- Importance of accurate forecasting
- Forecasting aids
- How to interpret trends
- Tips for forecasting
- Management accounts
- Additional revenue streams
- Viability of niche products
- Accounting jargon

Duration: One day

Delegates: Maximum 10

Budgeting and Costing

This course is designed specifically for managers and their deputies constructing budgets for the first time or for those who need a refresher in the subject.

Programme

- Budgeting - construct and monitor and review
- Profit and loss
- Operating margins
- Cost efficiencies
- Relationships with the accounts department
- Importance of cash flow
- Credit control
- Publishing ratios
- Forecasting overview
- Marginal costing
- Viability of external events
- Accounting jargon

Duration: One day

Delegates: Maximum 10

Gaining Project Approval

Managers learn how to prepare, present, deal with questions and gain approval for key projects in their organisation.

Programme

- Different types of projects
- Structuring the project
- Fixed and variable costs
- Break even
- Capital invested
- Payback
- Rates of return
- Discounted cash flow
- Certainty and risk
- Exit benchmarks
- How to present the project
- Identifying questions likely to be raised

Duration: One day

Delegates: Maximum 10

Measuring success and tangible benefits

On all our programmes and workshops, the emphasis is on practical exercises and group work and delegates use budgets and reports which are familiar.

Every programme ends with delegates completing action plans, and it is vital

for them to have on-going support from within the company.

There should be a pre-course briefing with their manager and a post-course discussion on the contents of the action plan.

Tangible benefits include:

- Accurate budgets and forecasts
- Cost efficiencies/savings
- Revenue generating ideas
- Structured projects with financial justifications
- Flexibility in adjusting costs
- Appreciating the implications of the overall budget
- More confidence in financial decisions and recommendations



Three publishing executives give their views of kmp



Seeing the bigger picture

Ursula Morgan recently completed finance and business planning courses with kmp as part of a Diploma in Publishing programme run by the Periodical Publishers' Association "The kmp courses enabled me to understand the global needs of the whole publishing business and how my titles could contribute better. "The result was that the budget I constructed for my titles was spot on for the first time and gave the

company exactly what it needed." She also found some of the more detailed items useful. "I was able to look in detail at the bad debt provision for the first time and the work on exit strategies in the business planning course was really useful in planning and presenting launch proposals." Ursula is an assistant publisher with responsibility for women's interest magazines with Bath-based Future Publishing plc.

Depth of experience counts

Commercial Director Steve Carroll has a very strong belief in the need for his managers to understand the financial aspects of their titles. Steve, who is responsible for Emap Automotive's car titles, said: "It is vital that managers understand how they can empower people with their budgets so the figures belong to them." Managers who have attended kmp finance training courses have gone on to deliver training to their own teams.

One of Steve's advertisement managers ran a workshop on forecasting for his sales staff and another has written his own business plan and presented to his team. "I like the kmp approach," said Steve. "They deliver training from a depth of experience as former publishing executives. "It is relaxed and informal and can go beyond the agenda. "The ability to forecast more accurately will have a bearing on new launches so it is important to carry on the training."



'They know us so well...'

For training manager Bev Crighton, it is kmp's approach to finance training which is so important. "kmp know the company procedures so well - which is really beneficial to the delegates. And they know the way to train so that it doesn't feel like an external trainer." kmp has provided finance training for Bev's company - regional newspaper publisher Johnston Press - since 1996. "As a manager you need to have a sound commercial understanding

regardless of which area you specialise in, said Bev. "Years ago it was OK to be a specialist, now everyone has to be cost conscious and aware of revenue. "Everyone has to take ownership of these issues." The finance training provided by kmp is an important part of Johnston's overall training strategy and complements their management diploma programme. "As the company grows, training becomes more important," said Bev.