Managing Financial Functions: The Effective Controller

28 December 2026 – 1 January 2027
Tokyo (Japan)



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Why This Course

The role of the financial controller has evolved far beyond reporting, compliance, and transaction oversight. Today's financial controllers are expected to act as strategic business partners who provide insight, strengthen controls, improve performance, manage risk, and support smarter decision-making across the organization.

In a dynamic business environment, finance leaders must be able to align financial strategies with organizational goals, improve budgeting and forecasting accuracy, control costs, manage working capital, strengthen internal controls, and communicate financial insights clearly to senior management and stakeholders.

This intensive 1-week course equips financial controllers with advanced skills to manage finance functions more effectively and drive organizational improvement. Through practical exercises, case studies, financial analysis activities, budgeting workshops, risk management tools, and leadership discussions, participants will strengthen their ability to lead finance with confidence, insight, and strategic impact.

What You'll Learn and Practice

By joining this program, you will:

- Understand the evolving strategic role of the financial controller.
- Develop strategic financial management skills that support organizational growth.
- Align financial strategies with business objectives.
- Use financial performance metrics and KPIs to monitor business results.
- Apply advanced budgeting and forecasting techniques.
- Use rolling forecasts, scenario planning, activity-based budgeting, and zero-based budgeting.
- Strengthen budgetary control and variance analysis.
- Enhance enterprise risk management and internal control capabilities.
- Design effective internal controls and fraud prevention measures.
- Improve financial analysis and decision support.
- Apply cost-benefit analysis and investment appraisal techniques.
- Manage working capital more effectively.
- Drive operational efficiency, cost optimization, and performance improvement.
- Strengthen leadership, communication, and change management skills in finance.



The Program Flow

Day 1: Strategic Financial Management

- The evolving role of the financial controller.
- Moving from financial reporting to strategic business partnering.
- Strategic financial planning and analysis.
- Aligning financial strategies with business objectives.
- Financial performance metrics and KPIs.
- Using finance insights to support organizational growth.
- Practical exercise: Developing a strategic financial plan aligned with business objectives.

Day 2: Advanced Budgeting and Forecasting

- Modern budgeting approaches and best practices.
- Improving budget accuracy, flexibility, and accountability.
- Rolling forecasts and scenario planning.
- Activity-based budgeting and zero-based budgeting.
- Budgetary control and variance analysis.
- Using forecasts to support faster and better decisions.
- Workshop: Creating an advanced budgeting and forecasting model.

Day 3: Risk Management and Internal Controls

- Enterprise risk management frameworks.
- Identifying financial, operational, compliance, and fraud risks.
- Designing and implementing effective internal controls.
- Fraud prevention and detection strategies.
- Compliance and regulatory considerations.
- Monitoring control effectiveness and improving governance.
- Practical exercise: Designing a comprehensive risk management and internal control framework.

Day 4: Financial Analysis and Decision Support

- Advanced financial statement analysis.
- Interpreting profitability, liquidity, efficiency, leverage, and cash flow indicators.
- Cost-benefit analysis and investment appraisal techniques.
- Working capital management strategies.
- Supporting strategic decision-making with financial insights.
- Turning financial data into clear recommendations for leadership.
- Workshop: Preparing a financial decision support analysis for a business case.



Day 5: Performance Improvement and Leadership

- Driving operational efficiency and cost optimization.
- Identifying performance gaps and improvement opportunities.
- Implementing performance improvement initiatives.
- Change management in finance transformation.
- Effective communication and leadership in finance.
- Building influence as a finance leader and business partner.
- Final activity: Formulating a finance performance improvement strategy.

Individual Impact

- Strengthen your confidence as a strategic financial controller.
- Improve your ability to connect finance with business performance and growth.
- Build advanced skills in budgeting, forecasting, analysis, and decision support.
- Enhance your risk management, internal control, and compliance capabilities.
- Improve communication with senior management and non-finance stakeholders.
- Develop stronger leadership skills for managing finance transformation and improvement.

Work Impact

- Improve financial planning, forecasting accuracy, and budget control.
- Strengthen internal controls, governance, and risk management practices.
- Support better strategic decisions through stronger financial insight.
- Improve working capital management and cost optimization.
- Enhance finance function performance, efficiency, and business partnering.
- Build a more proactive, analytical, and improvement-focused finance culture.

Training Methodology

This program uses a practical and finance-focused approach to help participants apply advanced controller skills directly in their organizations. Learning methods include:

- Interactive discussions and guided facilitation.
- Financial controller case studies and business scenarios.
- Strategic financial planning exercises.
- Budgeting, forecasting, and variance analysis workshops.
- Risk management and internal control design activities.
- Financial statement analysis and investment appraisal exercises.
- Working capital and cost optimization case applications.
- Leadership, communication, and finance transformation discussions.
- Peer feedback, facilitator coaching, and practical action planning.



Beyond the Course

Upon completion, participants will be prepared to perform the financial controller role with greater strategic focus, technical confidence, and leadership impact. They will return ready to:

- Develop a strategic financial plan aligned with business objectives.
- Create advanced budgeting and forecasting models.
- Design a comprehensive risk management and internal control framework.
- Provide stronger financial analysis and decision support.
- Formulate performance improvement strategies for finance functions.
- Lead finance teams with clearer communication, better insight, and stronger business influence.

