

BUDGETING HANDBOOK

By Bojan Radojicic



THE FLOW



4 TYPES OF BUDGET

- Zero-Based Budgeting**
With ZBB, each department or function starts its budget from scratch for each new period. Managers must justify budget requests, rather than budgeting based on the previous period's budget.
- Incremental Budgeting**
This method allows the previous period's budget or actual performance as a base, and then make changes, such as adding or subtracting, and adjusted based on the next period's requirements.
- Continuous Budgets**
Under this method, the budget is continually updated as actual and budgeted data are recorded and analyzed. It allows maintaining a constant number of periods in the budget.
- Beyond budgeting**
This model calls for the operational entities and can respond faster to change. Instead of setting fixed targets, managers receive flexible targets and resources, based on changing external and internal conditions. Resources are allocated dynamically according to their performance, leading to structural budgeting cuts.

BUDGETING ASSUMPTIONS

- Costs**
 - 1. All revenues reflect an uncertainty.
 - 2. Revenue growth rate (uncertainty, short-term)
 - 3. Revenue growth rate (uncertainty, long-term)
 - 4. Revenue growth rate (uncertainty, short-term)
 - 5. Revenue growth rate (uncertainty, long-term)
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 - 18. Revenue growth rate (uncertainty, short-term)
 - 19. Revenue growth rate (uncertainty, long-term)
 - 20. Revenue growth rate (uncertainty, short-term)
- Sales assumptions and factors**
 - 1. Economic growth
 - 2. Economic stability
 - 3. Economic uncertainty
 - 4. Economic volatility
 - 5. Economic recession
 - 6. Economic expansion
 - 7. Economic stagnation
 - 8. Economic depression
 - 9. Economic recovery
 - 10. Economic boom
 - 11. Economic bust
 - 12. Economic crash
 - 13. Economic collapse
 - 14. Economic revival
 - 15. Economic resurgence
 - 16. Economic resurgence
 - 17. Economic resurgence
 - 18. Economic resurgence
 - 19. Economic resurgence
 - 20. Economic resurgence

CONSISTENCY CHECKS

- 1. Total assets = Total liabilities + Total equity
- 2. Total revenues = Total expenses + Total profit
- 3. Total assets = Total liabilities + Total equity
- 4. Total revenues = Total expenses + Total profit
- 5. Total assets = Total liabilities + Total equity
- 6. Total revenues = Total expenses + Total profit
- 7. Total assets = Total liabilities + Total equity
- 8. Total revenues = Total expenses + Total profit
- 9. Total assets = Total liabilities + Total equity
- 10. Total revenues = Total expenses + Total profit

BUDGETING VS PLANNING

Item	Budgeting	Planning
Definition	Financial plan for a specific period	Strategic plan for a long-term period
Scope	Specific and detailed	General and broad
Timeframe	Short-term (1-12 months)	Long-term (3-5 years)
Flexibility	Low	High
Focus	Financial resources	Operational activities
Measurement	Quantitative	Qualitative
Control	Strict	Flexible

BOTTOM UP VS TOP DOWN BUDGET

- 1. Bottom Up Budgeting:** Each department or function starts its budget from scratch and submits it to the next level. The total budget is the sum of all individual budgets.
- 2. Top Down Budgeting:** The total budget is set first, and then allocated to individual departments or functions.
- 3. Advantages of Bottom Up:** More accurate, better control, more involvement.
- 4. Advantages of Top Down:** Faster, better control, more involvement.

REVENUE BUDGET

Item	Q1	Q2	Q3	Q4	Year
Product A	10,000	12,000	15,000	18,000	55,000
Product B	8,000	9,000	10,000	11,000	38,000
Product C	5,000	6,000	7,000	8,000	26,000
Other services	2,000	2,500	3,000	3,500	11,000
Total	25,000	29,500	35,000	40,500	130,000

EXPENSES BUDGET

Item	Q1	Q2	Q3	Q4	Year
Salaries	10,000	10,000	10,000	10,000	40,000
Benefits	2,000	2,000	2,000	2,000	8,000
Travel	1,000	1,000	1,000	1,000	4,000
Marketing	3,000	3,000	3,000	3,000	12,000
Rent	2,000	2,000	2,000	2,000	8,000
Utilities	1,000	1,000	1,000	1,000	4,000
Depreciation	1,000	1,000	1,000	1,000	4,000
Interest	1,000	1,000	1,000	1,000	4,000
Total	21,000	21,000	21,000	21,000	84,000

BALANCE SHEET AND CASH FLOW BUDGET

Item	Q1	Q2	Q3	Q4	Year
Assets	100,000	100,000	100,000	100,000	400,000
Liabilities	50,000	50,000	50,000	50,000	200,000
Equity	50,000	50,000	50,000	50,000	200,000
Total	150,000	150,000	150,000	150,000	600,000



BUDGET CHECKLIST

- SALES**
 - 1. Review historical revenues for each product, per product.
 - 2. Review historical revenues for each product, per product.
 - 3. Review historical revenues for each product, per product.
 - 4. Review historical revenues for each product, per product.
 - 5. Review historical revenues for each product, per product.
 - 6. Review historical revenues for each product, per product.
 - 7. Review historical revenues for each product, per product.
 - 8. Review historical revenues for each product, per product.
 - 9. Review historical revenues for each product, per product.
 - 10. Review historical revenues for each product, per product.
- VARIABLE COSTS / COGS**
 - 1. Review historical variable costs for each product, per product.
 - 2. Review historical variable costs for each product, per product.
 - 3. Review historical variable costs for each product, per product.
 - 4. Review historical variable costs for each product, per product.
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 - 8. Review historical variable costs for each product, per product.
 - 9. Review historical variable costs for each product, per product.
 - 10. Review historical variable costs for each product, per product.
- FIXED COSTS**
 - 1. Review historical fixed costs for each product, per product.
 - 2. Review historical fixed costs for each product, per product.
 - 3. Review historical fixed costs for each product, per product.
 - 4. Review historical fixed costs for each product, per product.
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 - 7. Review historical fixed costs for each product, per product.
 - 8. Review historical fixed costs for each product, per product.
 - 9. Review historical fixed costs for each product, per product.
 - 10. Review historical fixed costs for each product, per product.
- HEADCOUNT AND PAYROLL**
 - 1. Review historical headcount for each product, per product.
 - 2. Review historical headcount for each product, per product.
 - 3. Review historical headcount for each product, per product.
 - 4. Review historical headcount for each product, per product.
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 - 8. Review historical headcount for each product, per product.
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- OTHER OPEX**
 - 1. Review historical other operating expenses for each product, per product.
 - 2. Review historical other operating expenses for each product, per product.
 - 3. Review historical other operating expenses for each product, per product.
 - 4. Review historical other operating expenses for each product, per product.
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 - 10. Review historical other operating expenses for each product, per product.
- TAXES & CUSTOMS**
 - 1. Review historical taxes and customs for each product, per product.
 - 2. Review historical taxes and customs for each product, per product.
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- CAPEX AND FIXED ASSETS**
 - 1. Review historical capital expenditures for each product, per product.
 - 2. Review historical capital expenditures for each product, per product.
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- LOANS AND INTEREST COST**
 - 1. Review historical loans and interest costs for each product, per product.
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- NET WORKING CAPITAL**
 - 1. Review historical net working capital for each product, per product.
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Handbook Of Budgeting

WJ Hussar



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