

Bottom-Line Business Acumen

AT 3 LEVELS



In the 21st Century business climate, there are tough global competitors in every industry. They cause constant pressures for speed and cost reduction. Profitability today requires every level of management to learn and apply finance, the language of business.

Learning finance and business decision-making where everyone is “busy” with little time creates challenges for talent development. PCI Global has 3 solutions proven world-wide. They are:

Business Acumen Foundations - 1 Day -
Professional Development

Business Acumen Advanced - 2 Days -
Management Development

Strategic Business Leadership - 3 Days -
Senior Management Development

All 3 instructor-led classes are built around computerized simulations of actual businesses. They simulate and compress 4-15 months of business experience into 1-3 real time days, with *immediate feedback on results*.

Build your own integrated curriculum to develop business leadership from new hire to senior management.

Computerized Business Simulation Seminar



201-489-9200 - pciglobal.com

Bottom-Line Business Acumen Foundations

LEARNING OBJECTIVES:

This one day class introduces basics of finance, accounting and business decision making. After a careful orientation to the three basic financial reports - income statement, balance sheet, and cash flow statement - participants learn how to read, interpret, and analyze the vital data they provide. Then participants analyze your company's financials. There is also a careful review of key performance metrics with direction on how to calculate key ratios such as return on investments and assets. These are brought together in one classic integrated model putting the pieces together to facilitate sound, financially-based business decisions.

Learning Model - This type of course is usually taught using dry lectures, long cases and pre-existing reports, which students tear apart trying to place and remember where each number came from. This method only creates confusion and apathy.

In **Business Acumen Foundations**, students work and learn in a unique team-based model. Each team works through a computerized simulation of a start up business with *blank* dynamic financial reports, NOT a board game manually pushing chips to show money flow. They make real life business decisions to raise capital, borrow funds, set prices, hire staff and order equipment. They enter their own decisions into the simulation which *immediately* flashes on screen the accounting and financial implications of each decision on each line of each key report; so your people see, learn, and retain.

They can even toggle back and forth between reports, and choose to study reports in numbers or as a fast-moving bar chart. They run the start-up business for months in one real time day. They leave this hands-on course with months of basic finance learning, integrated and retained, to be applied back on the job any time thereafter.

KEY LEARNING POINTS:

- Learn Basics of Finance
- Analyze a Balance Sheet - Assets, Liabilities, Owner's Equity
- Analyze Income and Expense Statements - Revenues and Costs
- Analyze Cash Flow Statement - Sources and Uses of Cash
- Financial Metrics - Return "Ratios" such as Return on Investment, Assets
- Learn How Global Enterprises 'Account' for each dollar they take in and spend
- Integrate all 3 Reports and key metrics into one clear, comprehensive financial picture of a business
- Make Basic Business Decisions - Raising capital, hiring staff, borrowing money and purchasing supplies with immediate feedback on results

RECOMMENDED FOR:

Everyone who needs to speak the language of business and acquire basic finance, accounting and business decision-making skills. A perfect stand alone class or as an "add-on" to existing courses. Ideal for Leadership and Professional Development curricula.

Prerequisite:	None
Length:	1 Day
Credits:	PDU: 8 CEU: .8

Bottom-Line Business Acumen Advanced

LEARNING OBJECTIVES:

For managers and professionals with 5+ years of experience who need to (1) increase finance, accounting and business decision-making knowledge beyond the basics, (2) integrate key financial reports and ratios into a scorecard, and (3) prepare capital appropriation requests to fund new initiatives, programs and projects.

In **Business Acumen Advanced**, participants learn and work in a team with a **computer simulation** of a start up business, NOT a board game. They choose a business strategy: (1) low cost producer, (2) choose only high value customers, or (3) a blended approach. Each team makes operational and tactical decisions to achieve their strategy within strict time limits. They raise capital, borrow funds, set prices, hire staff and order equipment, with *immediate feedback on results*. They see funds *on screen flow* into each account on each report right before their eyes; key ratios are updated on a master spreadsheet.

Day One reviews three basic financial reports and ratios under GAAP accounting. Then participants read, interpret and analyze your company's financial reports and key performance ratios with insights gained from initial discussion. All these ratios are then integrated together in one model so people can trace and link all performance metrics to build a scorecard. They learn product costs, setting prices, selecting business strategy, and choosing the best decisions to achieve that strategy.

Day Two gets teams to forecast revenues and costs, develop a budget, and manage against their budget. They learn to calculate capital requirements for new products or projects, and compute the cost of capital, define product costs and set prices. They learn to prepare appropriation requests and calculate the time value of money, new present value, payback and hurdle rates. Finally, each team prepares a capital project justification which they present to others for critique.

KEY LEARNING POINTS:

DAY ONE

- Review of 3 key financial reports, performance ratios and your company's latest financials
- Learn how to effectively use the automated spreadsheets and templates
- Set business strategies and make decisions to achieve them
- Define product costs and choose a pricing strategy; set product prices

DAY TWO

- Understand the Price Elasticity of Demand
- Set customer service strategy and pricing
- Prepare Forecast of Revenues and Costs - set budget; manage a business against a budget; plan vs. actual
- Identify Capital Allocation Strategies and tools used by senior management
- Prepare Capital Appropriation Requests (CAR) and cost benefit analysis for new products, programs or capital investment projects
- Implement new product or project and see financial impacts

RECOMMENDED FOR:

For program and middle managers, senior project leaders, product and brand managers, or anyone with profit and loss responsibility who manages against a budget and makes or decides on capital investment requests.

Prerequisite: Basic Finance Course or Bottom-Line Business Acumen Foundations
Length: 2 Days
Credits: PDU: 15 CEU: 1.5

Bottom-Line Strategic Business Leadership

LEARNING OBJECTIVES:

Strategic Business Leadership features a **realistic computer simulation of a stand-alone business** modeling funds, people, products, equipment and other assets. As a team, participants make decisions implementing strategies and departmental policies they set within strict time limits. These decisions are then analyzed by the computer simulation giving immediate feedback on results, so participants learn the way adults learn best - from the consequences of their own decisions. Smart moves, blown opportunities and mistakes happen, recreating the uncertainty and risk that surround real world decision making.

Instead of relying on lectures and case studies, participants work in small, cross-functional business teams, **rotating roles in Marketing, Operations, Finance, Research and Human Resources**. They are briefed on the business with operations, financial, competitive, product and performance data. On a collaborative basis, they define the business they are in and differentiate it from the competition. As a team, they develop strategic, business and profit plans for their business.

Participants **learn how to position their company to beat the competition** based on strategic choices: (1) become the service leader, (2) spend more on sales and marketing, (3) become the low price producer, (4) become the quality leader, or (5) become the technology leader by developing new products.

OPTIONAL Firms can schedule an additional half day session in which participants prepare and present proposals to improve the real business. They select an area - sales, marketing, operations, finance, research or human resources - to improve upon. They then develop a plan to define a business or product, develop a stronger brand identity or sales message, explore new advertising media or improve productivity, service or quality and so on.

KEY LEARNING POINTS:

- Identify the roles and responsibilities of a General (Business) Manager
- Define what business you are in and differentiate your business from the competition
- Identify the role, function, concerns and priorities of each core process: Marketing, Operations, Finance, Research and Human Resources
- Develop and implement a strategic plan and a long-term point of view
- Identify profit and market share drivers; make “trade-off” decisions together with a cross-functional business team before the competition does
- Read basic financial reports, prepare spreadsheets and apply financial models; analyze business problems, find windows of opportunity and evaluate alternatives; run “what if scenarios” and gauge the business’s financial health.
- Assess risks and select the best business decisions under constantly changing conditions
- Manage current group as a profit-focused business unit
- Tolerate ambiguity and create structure for the organization
- Increase creativity, decisiveness and risk-taking

RECOMMENDED FOR:

For senior executives, high potential middle managers, elite leadership development programs and for those who need to acquire a broad, enterprise-wide perspective.

Prerequisite: Bottom-Line Business Acumen course and five years as a manager

Length: 3 Days