

BUSINESS ACUMEN

Understanding dollars makes sense

Apples and Oranges®	Performance™	Decision Base®	Tango™
<i>Business finance and strategy for employees at all levels</i>	<i>Marketplace strategy for employees at all levels</i>	<i>Business finance and strategy for managers of your manufacturing or distribution organization</i>	<i>Business finance and strategy for managers of your service-driven organization</i>
Participants develop an “ownership mindset” through this board-based simulation that develops understanding of cash flow, resource utilization, balance sheet/income statement analysis and more.	Participants use visionary thinking to reaffirm the basics around your current business and uncover opportunities to create competitive advantage and win new business by understanding strategically crucial issues.	Participants face difficult investment decisions – and learn the impact those decisions have on their fictional organizations’ productivity and profitability – as they battle for customers in a demanding marketplace.	Participants work in teams to win clients and recruit key personnel in a simulated, knowledge-intensive organization and learn how to manage critical intangible assets to meet short-term goals and create long-term profitability.
Your employees learn to:	Your employees learn to:	Your managers learn to:	Your managers learn to:
<ul style="list-style-type: none"> • Interpret financials and understand the story behind them 	<ul style="list-style-type: none"> • Focus on what <i>can</i> be done, even in harsh business conditions 	<ul style="list-style-type: none"> • Boost productivity via teamwork, communication and coordination 	<ul style="list-style-type: none"> • Allocate finite resources in sound, strategic ways
<ul style="list-style-type: none"> • Identify critical opportunities to build profitability 	<ul style="list-style-type: none"> • Develop a broad, shared understanding of key issues and factors that influence your business 	<ul style="list-style-type: none"> • Read and interpret financial statements 	<ul style="list-style-type: none"> • Use financial statements and ratios to track the impact decisions have on your overall business
<ul style="list-style-type: none"> • Analyze financial ratios and key performance indicators – and set priorities accordingly 	<ul style="list-style-type: none"> • Maintain a focus on your customers and understanding their needs 	<ul style="list-style-type: none"> • Use financial statements and ratios to track the impact decisions have on your overall business 	<ul style="list-style-type: none"> • Identify key business drivers, and gauge their relative importance to your short- and long-term success
<ul style="list-style-type: none"> • Think critically about the cause-and-effect relationships that govern your company’s financial statements 	<ul style="list-style-type: none"> • Understand strategically crucial issues such as product life cycles, disruptive technologies, supply chain efficiency, customer segmentation and short- vs. long-term profitability 	<ul style="list-style-type: none"> • Make strategic decisions for the optimal allocation of limited resources 	<ul style="list-style-type: none"> • Value and utilize strategy, assets and competencies needed in a knowledge organization
<ul style="list-style-type: none"> • Work collectively from a common baseline understanding of financial and management concepts 	<ul style="list-style-type: none"> • Identify small improvements that can have a big impact on your company’s bottom line 	<ul style="list-style-type: none"> • Forge a common understanding of the “big picture” of your business, and develop a deeper appreciation of strategy and tactical initiatives 	<ul style="list-style-type: none"> • Monitor and measure your company’s intangible assets
<ul style="list-style-type: none"> • Understand how daily decisions impact your company both strategically and financially 		<ul style="list-style-type: none"> • Increase responsiveness to internal and external customer needs 	<ul style="list-style-type: none"> • Manage your company’s mix of customers and people to improve long-term chemistry, productivity and profitability
<ul style="list-style-type: none"> • Identify business operation improvements 		<ul style="list-style-type: none"> • Adapt with confidence to constantly changing business conditions 	<ul style="list-style-type: none"> • Strike a balance between effective short-term goals and successful long-term planning
Classroom simulation	Classroom simulation	Classroom simulation	Classroom simulation
1 day	1 day	2 days	2 days
Czech, Dutch, English, Finnish, French, German, Italian, Japanese, Portuguese (Latin America), Romanian, Russian, Simplified Chinese, Spanish (Latin America), Swedish, Thai, Traditional Chinese and Turkish.	Czech, English, French, Italian, Polish, Portuguese (Brazil), Russian and Swedish.	Czech, Danish, Dutch, English, Finnish, French, German, Italian, Japanese, Lithuanian, Portuguese (Europe), Russian, Simplified Chinese, Spanish (Europe & Latin America), Swedish, Traditional Chinese and Turkish.	Bulgarian, Danish, English, French, German, Italian, Japanese, Portuguese (Latin America), Russian, Simplified Chinese, Spanish (Europe & Latin America) and Swedish.

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Business Challenge™	Fluent in Finance™ stand-alone module or optional Business Challenge™ prework	Executive Challenge™ for senior managers and leaders	Enterprise™
<i>Technology-enhanced business finance and strategy for managers and individual contributors who aren't involved in finance or accounting</i>	<i>Business training for non-financial managers and individual contributors who aren't involved in finance or accounting</i>	<i>Business finance and strategy for senior managers and high-potential leaders</i>	<i>Market analysis and positioning for senior managers and high-potential leaders</i>
Participants work in teams in a fictitious organization where they're challenged to make vivid connections between their everyday decisions and the impact those decisions have on the company's financial goals.	Participants enjoy the convenience of online delivery, personalized access to faculty, and rich, interactive media and scenarios in this experience that represents a new paradigm in online business training.	Participants are immersed in a high-pressure environment where they challenge themselves to move beyond the functional silos that dominate their thinking and work in teams to develop organizational strategy.	Participants learn how to make a notable, lasting difference as they vie for customers in a competitive environment where building and executing a sound business strategy is the only way to win.
Your employees learn to:	Your employees learn to:	Your leaders learn to:	Your leaders learn to:
<ul style="list-style-type: none"> Analyze your business from multiple viewpoints Interpret financial statements and base decisions on financial criteria 	<ul style="list-style-type: none"> Perform breakeven analysis on an investment opportunity Understand the difference between cash flow and profitability 	<ul style="list-style-type: none"> Develop and present a strategic plan that incorporates short- and long-term objectives Maximize profit by using tools and techniques to maximize resources 	<ul style="list-style-type: none"> Develop a mental model of your business and discover its key value drivers Use influence to contribute to your company's strategy and overall competitiveness
<ul style="list-style-type: none"> Conduct breakeven analysis, and predict the impact cost structure has on financial performance 	<ul style="list-style-type: none"> Communicate with senior management about company performance as reported in financial statements 	<ul style="list-style-type: none"> Identify opportunities for value creation through collaboration with other departments, and develop communication plans to realize those opportunities 	<ul style="list-style-type: none"> Identify priorities and move forward
<ul style="list-style-type: none"> Distinguish cash flow and accrual accounting net income 	<ul style="list-style-type: none"> Perform discounted cash flow analysis and calculate IRR 	<ul style="list-style-type: none"> Maximize personal effectiveness through improved communication skills and the ability to give and receive feedback 	<ul style="list-style-type: none"> Gain a common understanding of your company's business environment
<ul style="list-style-type: none"> Perform discounted cash flow analysis Understand what drives your company's shareholder value 	<ul style="list-style-type: none"> Advocate for projects on the basis of their financial impact Relate company strategy to shareholder value 	<ul style="list-style-type: none"> Develop a plan for cross-functional communication and conflict resolution Manage unexpected ethical issues and dilemmas 	<ul style="list-style-type: none"> Explore and discover your company's key value drivers Understand how to impact your company's other metrics
<ul style="list-style-type: none"> Work with a team to make collaborative decisions 		<ul style="list-style-type: none"> Use customer and competitive knowledge to deliver innovative solutions 	
Web-based experience delivered via classroom or VILT	Online as stand-alone module or as prework for Business Challenge™ simulation	Technology-driven classroom simulation	Classroom simulation
4 to 8 hours	3 to 6 hours	1 or 2 days	2 days
English. We will subsidize translation into Spanish, French or German.	English. We will subsidize translation into Spanish, French or German.	English. We will subsidize translation into Spanish, French or German.	Bulgarian, English, French, Italian, Polish Japanese, Mandarin Chinese and Swedish.