



Finance For Non-Finance

CLARITY & UNDERSTANDING MADE SIMPLE WITH CELEMI APPLES & ORANGES

FINDING VALUE DRIVERS AND MANAGING CASH FLOW IN TIMES OF CRISIS

“Put into a nutshell, Celemi Apples & Oranges® demystifies finance: complex principles are clarified within one day without previous knowledge being required. But more important, our people are highly enthusiastic about the program and the gut-feel understanding it provides, especially when transferring the key learning points into the daily business.”

– Business Services Consultant, Siemens

During the current financial and economic crisis where many organizations have started to tighten credit as a result of the recent financial turmoil, managing cash flow to keep up with working capital needs is a real concern of many growing businesses, especially when they are facing business difficulties or a business slowdown.

Interactive Board Game Business Simulation

- ➔ Are you facing challenges to efficiently increase the positive cash flow, productivity and profitability of your organisation?
- ➔ Do you have problem appreciating how your department's work affects the overall financial performance of your organisation?
- ➔ Is your company experiencing cash flow issues despite increased sales?



Join 2.5 million business executives who have experienced, enjoyed and benefited from Celemi Apples & Oranges®. They have effectively identified solutions to the problems and took measures to improve work efficiency and profitability of the business organisation by

- Knowing how their business generates profits today and how it will need to generate profits in the future
- Understanding how their daily decisions impact the company strategically and financially
- Identifying critical elements affecting business profitability
- Think tank discovery and discussion to improve business operations & better cash flow management
- Analyze financial ratios and key performance indicators and make priorities accordingly
- Creating a common vision throughout the organization
- Building a shared baseline understanding of financial and management concepts.
- Communicating key messages during times of organizational change

Participants will explore the cause-and-effect relationships that govern a company's financial statements and develop an intrinsic business sense that will govern their future decisions in every day work by Understanding & Optimising an Organization's

- | | | |
|---------------------|-------------------|------------------------|
| • Stakeholder value | • Operating costs | • Cash flow |
| • Return on assets | • Profitability | • Working Capital |
| • Return on equity | • Margin | • Capacity utilization |

"Our top priority for our sales associates is to understand our customers' businesses. Celemi Apples & Oranges® has given our associates a learning tool to visualize the impact our products and services have on our customers' life blood; cash flow."
– **Vice President, Dunn & Bradstreet**

"Apples & Oranges surpassed our expectations by a wide margin. [It] not only gives us a foundation to build on – it also crease enthusiasm and gets people involved. These are essential components for us as we launch our development program."
– **Personnel Manager, Volvo Bus Corporation**

"In one of our factories we came up with £1 million worth of potential improvements as a direct result of the Celemi business simulation." – **Manager, GlaxoSmithKline**

Everyone is thinking like business owners. That means future decisions will be made based on sound business thinking, which should improve the financial picture much quicker." – **Internal Consultant, Principal Financial Group**

A great interactive program and a good way of generating debate and discussions around business decisions. The business simulation part was excellent at demonstrating the relationship between inputs, value drivers and output" - BP Manager

"Celemi's solution really engages people and enable them to clearly see how they as individuals and teams can create value for BP"
– **Performance Project Manager, BP**

Finding Value Drivers and Managing Cash in Times of Crisis

Cash is King in times of great stress and adversity. It is of paramount importance that one should aim at having at least 50% marginal line of safety to ride through extreme challenges in order to swiftly bring the organisation back to safety health level.

CXOs are quickly revisiting financial strategy, moving around funds/investments/deposits, and evaluating cost & operating models.

With insufficient working capital, a business may go under if it is insolvent, although profitable. On the flip side, an unprofitable business may continue operating as long as it has sufficient cash to repay its borrowings when they are due. Businesses should review their working capital and take precautionary measures well in advance.

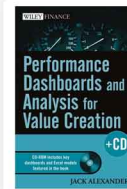
It is therefore even more crucial during crisis that businesses engage its people by enabling and empowering them to clearly see how they as individuals and teams can create value for the businesses as well as learn how to efficiently manage the working capital in order to redeploy resources more efficiently, moving the business forward.

Through Celemi's Apples and Oranges, we enable your people to understand new concepts, change behaviour and improve performance through active learning by making difficult information easy to understand. Your people will observe first-hand how cost are incurred and how revenue is created in your business and experience how to manage the working capital of your business more efficiently to increase cash resources, productivity and profitability. These resources are invaluable and critical for survival, especially during the current credit crunch where external financing are not easily and readily available.

Working capital management is concerned with monitoring the cash flow of a business to ensure it has access cash to finance its daily operations. Effective working capital management means manoeuvring the various aspects of the business to minimise cash that is tied up in the trade cycle.

27th Feb 2009 | REGISTER NOW!

If you are having trouble registering online then you may download and fill out this [registration form](#) and fax it to (65) 65090292.



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