

# CELEMI Decision Base®

“Making key people understand how and why their decisions influence the entire organization.”

**Six capital-intensive companies are competing for customers in a highly competitive, rapidly changing marketplace.** Participants take on the role of the management team – comprised of finance, production, marketing and corporate intelligence. Their challenge is to make the right investments at the right time – and to get the required return.

*Teams manage the strategic, operational and financial variables that will help lower costs and penetrate new markets.*

Tough investment decisions lie ahead:

- Invest now...or later?
- Pursue all markets... or just a few?
- Take the lead... or be an early follower?
- Build efficient assembly lines... or flexible flow shops?
- Borrow money... or earn it first?
- Stick to the basics... or pursue the cutting edge?

Teams learn to better utilize financial statements and financial ratios as planning tools to boost productivity and profitability over a 10-year period. Working together, they increase their awareness of the complex nature of inter-departmental financial relationships.

And in the process, they understand what it takes to pull in the same direction – as well as how to bring their new skills and insights into reality.

## Pulling in the same strategic direction



### What clients say

*“You know the program is effective when people from manufacturing, sales and marketing become sensitive to each other's needs and understand how the other operation works.”*

– Manager, 3M

*“We found Celemi Decision Base® to be profoundly valuable. By experiencing the positions of senior management, our sales people gained a newfound appreciation for what our customers experience in their jobs and developed a greater ability to talk the customer's language.”*

*“We required every Oracle USA sales representative to take this training. It was exceptional.”*

– Sales manager, Oracle

*“I better understand my personal impact on financial results and hope to find ways to make things better... I hope everyone takes this. It's good material for developing increased understanding of financial terms and interactions in the business environment.”*

– Participant, Hewlett Packard

**Who benefits?**

- All personnel with financial responsibilities in manufacturing, production or other capital-intensive companies can build cross-functional insight and align with a common vocabulary of performance measures.
- Sales people, service providers and consultancies gain a better understanding of their clients' business conditions.
- Companies that are implementing new IT architectures can use Celemi Decision Base® to identify hot buttons.
- Business schools, corporate universities and academies can use this as part of their management development track to introduce and apply strategy, business economics and finance competencies.

**Key results**

- Improved productivity through better teamwork, communication and coordination.
- Alignment around the “big picture” and a deeper level understanding of strategy and tactical initiatives.
- Better decisions for optimal allocation of limited resources.
- Increased responsiveness to internal and external customer needs.
- Heightened business literacy and financial acumen.
- Deep understanding of the overall business impact of financial decisions.

**Key concepts**

- Market share
- Profitability
- Return on capital employed
- Cash flow
- Cost of capital
- Return on investments in markets, products and production
- EVA™ (economic value added) optional
- CVA™ (cash flow value added) optional
- NPV (net present value) optional
- ABC (activity-based costing) optional

**Facts****Material**

Board-based business simulation.

**Number of participants**

Six competing teams, 12-24 participants in total. Multiple seminars can be held simultaneously.

**Participants**

Managers and other employees in decision-making positions.

**Time required**

2-2,5 days, corresponding to 10 years of operation.

**Facilitator**

Facilitators certified by Celemi.

**Languages**

Czech	Japanese
Danish	Lithuanian
Dutch	Portuguese (Europe)
English	Simplified Chinese
Finnish	Spanish (Europe + Latin America)
French	Swedish
German	Turkish
Italian	

**Celemi Solution Provider:**