



Business Acumen and Strategy

Course Objectives:

At the end of the course, participants will be able to:

- Determine where and how their companies compete and identify competitive advantages that bring shareholder value
- Explain how macroeconomic conditions and industry-specific situations can affect a company's profitability and performance
- List the basic financial statement elements
- Analyze a company's ability to survive in the short and long term, and exercise business decisions that can improve their company's performance
- Apply cost concepts to make informed decisions that are strategically and financially appropriate for the company

Course Outline:

Strategy: Creating and Bringing Value:

- Identify business stakeholders
- Shareholder value: definition and dynamics
- Corporate strategy: where and how?
- Competitive advantages: winning over competitors
- Types of competitive advantages
- How competitive advantages drive company profitability
- Are all strength advantages a competitive advantage?

Basics of economic and industrial analysis:

- Top-down methodology for analysis
- Macroeconomic factors: Are you working in a sustainable country?
- GDP indicators, unemployment rates, inflation, exchange rates and interest rates

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- Growth rates of deficit to GDP and debt to GDP Financial and gross domestic growth rates

Financial Analysis: The Practical Approach:

- Analyzing publicly listed companies: a practical approach using Excel
- Joint size analysis to improve comparison
- Calculate trends and growth patterns
- Liquidity analysis
- What is the appropriate level of liquidity?
- Current, quick and cash ratios

Financially informed decisions: the winning recipe:

- Cost Structure Analysis: Do you need to redesign the business model?
- Fixed costs and variable behavior of costs
- Operating Leverage: How sensitive your business is to a change in sales
- Margin of safety: A measure of risk
- Product line analysis:
- Calculate the contribution margin of units sold
- Break-even point: The minimum amount to avoid losses
- Target income: The amount needed to achieve a certain profit
- Identify the costs relevant to making the decision
- Add or remove a business category
- Cost allocation by sector
- Maintain projects with the highest contribution
- Managing scarce resources
- Outsourcing decisions: making or purchasing a good or service
- Consider quantitative and qualitative factors

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