

The logo for Kaplan Financial, featuring the word "KAPLAN" in a bold, dark blue, sans-serif font. A dark blue arc is positioned below the letters, starting under the 'K' and ending under the 'N', with a small gap between the ends of the arc.

KAPLAN

FINANCIAL

THE KAPLAN BUSINESS CHALLENGE

The Kaplan Approach

CONTENTS

2	The Kaplan Business Challenge
6	Case Studies
7	Finance for Non Financial Managers
9	Corporate Profile
10	Contact Details

THE KAPLAN BUSINESS CHALLENGE

A real-world experience

The Kaplan Business Challenge simulates a real-world manufacturing business with long lead times, contract-led sales, international operations and highly competitive markets. Delegates work in groups, acting as the senior management team of a failing business. By working through a variety of strategic and financial decisions, in competition with other teams in the room, they are tasked with turning the business around and creating value for shareholders.

Tangible training benefits

The Kaplan Business Challenge is a truly holistic learning experience, integrating strategic, operational, planning, forecasting, risk management, and financial reporting aspects of running a business. Teams bid for the right to deliver contracts and manage the production process through their business model to deliver on those contracts.

Finance lies at the heart of the simulation and the delegates learn about costing, margin management, budgeting and cash flow forecasting. They prepare the financial statements for their own businesses, and learn how to analyse and interpret these to make practical and effective business decisions.

In addition, by negotiating with stakeholders and competitors, working within teams and leading strategic developments, delegates develop a host of interpersonal and networking skills.

Finally and most importantly, delegates will come away from the simulation realising that every business decision has a financial consequence, and that the ability to track and manage that consequence is vital. They will ultimately appreciate that they all have a role to play in delivering financial success.

Have you ever wished that business and finance training could be practical, engaging, highly flexible, stimulating and fun? That delegates would remember their training experience long after they have left the classroom, and that they would gain skills that would allow them to truly add value in the workplace? Look no further than The Kaplan Business Challenge.



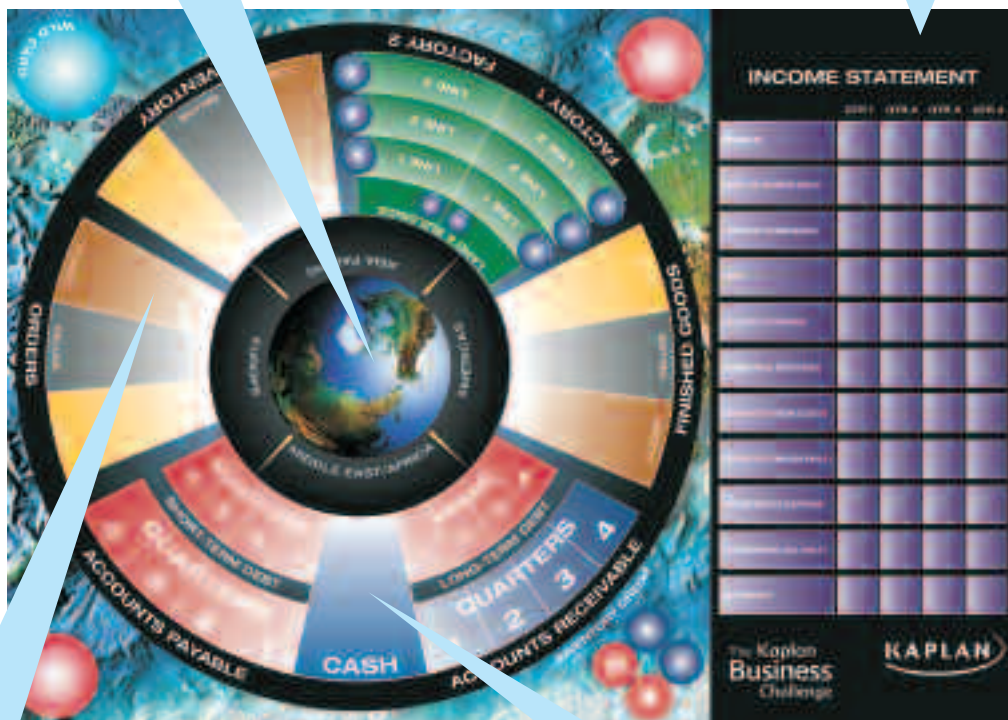
THE KAPLAN BUSINESS CHALLENGE

Strategic thinking

Delegates can choose which global markets to operate in. They will analyse market projections, determine corporate strategy and develop detailed sales plans. Finally, they will bid for sales contracts in competition with other teams in the room.

Creating shareholder value

Delegates will prepare income statements, balance sheets and cash flow statements at the end of each quarter. These financial statements are 'bought to life' as delegates see the financial consequence of the decisions they have made. Finally, they will need to report back to their shareholders on how much value has been created.



Operational planning

The business has a long lead time through procurement and manufacturing to finished goods. Production profiling is critical and delegates will need to develop operational plans to deliver their strategies, deal with supply issues, and integrate production and sales plans.

Cash is king!

Profitable businesses can still fail due to a lack of cash flow. The Kaplan Business Challenge demonstrates this in a highly visible way. Delegates will manage their working capital cycles, negotiate with banks for funds, and see how cash moves around a business.

THE KAPLAN BUSINESS CHALLENGE

Who should attend

Anybody within an organisation who needs a fuller understanding of business finance and the key financial decisions that any business faces. The simulation is equally suitable for operational staff within a business and client-facing service professionals.

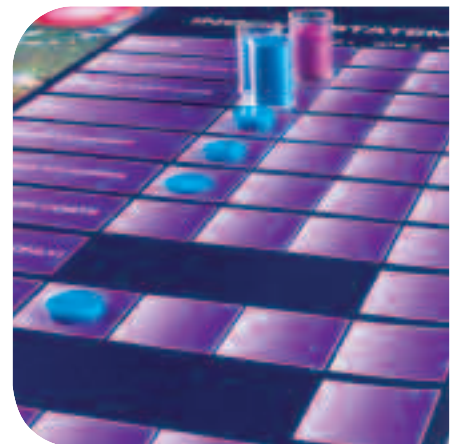
No prior finance knowledge is required, although the simulation is also useful for those with finance experience who wish to revise and broaden their knowledge, and for finance professionals wishing to understand the broader strategic finance issues facing a business.

Examples of delegates who have previously attended The Kaplan Business Challenge include :

- human resources professionals
- marketing executives
- administrative staff
- production and sales teams
- main board directors

Why choose a board game?

We have found that a board game is a flexible, engaging, interactive and fun way of delivering finance training to non-finance professionals. The nature of the board lends itself well to tailoring the simulation precisely to a client's needs. Also, unlike computer simulations, delegates feel connected with their businesses. They experience how the financial performance and cash flow consequences of their decisions impact directly on the board. This reinforces the key learning point that finance lies at the heart of a business.



THE KAPLAN BUSINESS CHALLENGE

Logistics

The Kaplan Business Challenge can be run effectively over one to five days, although the two-day simulation is the most popular choice of clients. Delegates work in teams of four to six, against three to five other teams in the room, so ideal delegate numbers range from 12 – 30. Kaplan Financial can run the simulation at client's premises, hotels or conference centres, or at any of Kaplan Financial's training premises throughout the UK.

Tailored training solutions

Kaplan Financial is committed to the aim that training should ultimately change behaviour in the workplace. As such all of our training programmes are tailored to our client's needs. The Kaplan Business Challenge is flexible enough to accommodate a variety of tailoring solutions, and these are outlined in the box below and illustrated with two client case studies on page 6.



The Generic Solution

The Kaplan Business Challenge is run as a vanilla solution. Suitable if you require a broad understanding of business and finance to work with a variety of clients.

Wrap-around Presentations

PowerPoint lecturettes are included to put The Kaplan Business Challenge learning in the context of particular issues in your business (see Vetco Gray case study).

The Integrated Solution

The Kaplan Business Challenge forms a valuable case study as part of a suite of business and finance training solutions that may already exist in your business (see Shareholder Executive case study).

The Truly Tailored Board

Kaplan Financial creates a unique board reflecting your particular products, branding and business model.

CASE STUDIES

The Shareholder Executive

The Shareholder Executive's mission is to improve fundamentally the government's performance as a shareholder in a portfolio of businesses where government retains an element of ownership.

In 2004, The Shareholder Executive engaged Kaplan Financial to design and deliver a modular training programme aimed at achieving this remit. The four-staged programme included modules on financial analysis, assessing major business transactions and delivering shareholder value using The Shareholder Executive's chosen measure of performance, Economic Profit.

The foundation module of the programme was a two-day Kaplan Business Challenge which gave delegates a base level understanding of the construction of financial statements and the integrated nature of business decisions.

Vetco Gray

With the impending sale of their business, the management of Vetco Gray realised that their operational teams would need a much greater awareness of financial performance and reporting with the creation of shareholder value as the ultimate objective going forward.

The Kaplan Business Challenge proved the perfect training tool to accomplish this. Delegates were able to see the financial consequence of the business decisions they made within the simulation, and how these decisions affected financial performance and the ultimate value of the business.

Kaplan Financial interjected some bespoke seminars into the Kaplan Business Challenge programme dealing with issues of significance to Vetco such as the management of their key performance indicator – EBITDA.



FINANCE FOR NON-FINANCIAL MANAGERS

As well as The Kaplan Business Challenge, Kaplan Financial have a wealth of experience in designing and delivering more traditional seminar based finance training for non-finance managers.

Improving the financial literacy and acumen of managers is a regular requirement of most organisations. Finance training however too often focuses on the technical minutiae of double-entry bookkeeping or the detailed requirements of the latest accounting standards. Details that are not relevant to managers, and don't help them to make better decisions.

Kaplan Financial simplifies the jargon to make financial information easy to understand and use for financial decision-making. With an enhanced ability to communicate in financial terms, managers will develop the confidence to have a greater involvement in the 'money side of their business' – enhancing their contribution to the success of your organisation.

Content

The training solutions we develop are specifically designed for each client and address their unique needs and business context. Based on our experience, a typical finance training programme for non-finance specialists covers some or all of the following elements:

Understanding financial jargon and information:

- making sense of the balance sheet and profit and loss account
- understanding key accounting rules and concepts
- interpreting financial information using key financial ratios

Making better financial decisions:

- understanding and managing cash
- assessing the financial implications of short-term financial decisions
- evaluating long-term projects and investments

Delivering better financial performance:

- budget preparation and management
- identifying and managing key performance indicators



FINANCE FOR NON-FINANCIAL MANAGERS

Case Studies

Edexcel

Edexcel is a major provider of educational services to schools, colleges and the workplace. They needed their managers to develop a fuller understanding of the drivers of cost in the qualifications they provided.

Kaplan Financial designed a two-day programme that covered topics such as interpreting financial statements, financial decision making, cost-driver analysis and budgeting. A key feature of the programme was a computer-based case study, written jointly by Kaplan Financial and the client's finance team that required the budgeting of a new qualification using a cost driver approach.

Since Kaplan Financial started working with Edexcel in 2001, their financial performance has moved from £2.5m loss in 2001 to double digit profit, with very impressive growth rates. The financial director attributes this turn-around in main to the managers fuller understanding of the company cost base.

Northern Foods

Northern Foods plc is a FTSE 250 company involved in the production of pre-packaged chilled and frozen foods to the major food retailers. During 2006, the capital investment programme came under intense scrutiny, and the need to demonstrate that all new investments create shareholder value became paramount.

Kaplan Financial designed a one-day programme for the finance team in-tandem with the launch of the new investment appraisal systems and proformas. The programme was highly interactive, incorporating case studies based on the new Excel spreadsheet investment appraisal models, and the narrative sections of business cases.

The programme was extremely well received. As a consequence of this, Kaplan Financial were asked to design a series of ½ day seminars for operational staff within the business focusing on cash flow and Return on Capital Employed (ROCE) management to support the objective of creating shareholder value.

Our work with Northern Foods has been instrumental in helping them move from a business which focused on profit and margin to one that pays equal attention to free cash flow and capital management, and thus the creation of shareholder value.

Kaplan Financial's UK business was born out of one of the UK's leading financial qualification providers – The Financial Training Company or FTC.

CORPORATE PROFILE

Founded in 1958, FTC were responsible for training and qualifying a large majority of today's senior finance professionals in the UK and overseas. Joining the established US education provider Kaplan in 2003 enabled the FTC and Kaplan brand to develop our increasingly successful portfolio.

In 2007, FTC Kaplan became Kaplan Financial, fully adopting our parent company name.

Kaplan in the US has an unrivalled position as a lifelong learning provider and has come a long way since being founded as a test preparation business in 1938. Today, Kaplan Inc. is a global education company that offers a wide array of programs and services to individuals, schools and businesses. These include K12 services for children and schools, a vast array of specialist professional training and test preparation. As a subsidiary of The Washington Post Company, Kaplan Inc. are its largest revenue producer and fastest growing division.

Kaplan Financial prepares over 40,000 students a year for professional accountancy exams such as the AAT, ACA, ACCA and CIMA, as well as tax qualification programmes. We have specialist divisions focussed on Financial Markets, and financial services, and a professional division that offers non financial qualifications and consultancy based training to management and senior professionals.

This success, both for Kaplan Financial and its clients, is based on four central elements:

- Dedicated and highly skilled tutors with outstanding technical knowledge
- Constantly updated course material, which takes into account the latest changes in syllabus, legislation, regulation and practice
- Strong, proactive course administration
- Innovation, such as our unique Kaplan Business Challenge

These elements underpin our commitment to providing cost-effective training of the highest quality, which, through a culture of active partnership, is always sharply focussed on individual client requirements.

Our Aim

Our aim is not complicated – we build futures. Futures for individuals to achieve, futures for businesses to succeed and futures where your talent can continually develop.



For further information on any of our courses, or to discuss your training needs further please contact us:

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Or visit our website at:

www.kaplanfinancial.co.uk

**To see our demo video of our Business
Challenge please visit:**

www.kaplanfinancial.co.uk/kbc

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