

FINANCIAL RATIOS & MEASURING DRIVERS FOR PROFIT AND FINANCIAL STRENGTH

A hands on course to demonstrate how much more effective you can be in your position when you employ the power of understanding financial ratios and financial reports. This one day course provides you the tools to learn which financial ratios are important and why. During the course you will apply what you have learned about ratios and use this knowledge to evaluate your own firm's financial results compared to other industry leaders.

Benefits, after completion of the program participants will be able to:

Compare and evaluate financial ratios with their firm's financial results compared to the industry leaders.

- A. Gross margin (GM)
- B. EBIT and EBITA
- C. Operating Cash Flow
- D. Investing Cash Flow
- E. Financing Cash Flow
- F. Economic Value Added (EVA)
- G. Return on Operating Assets
- H. ROA
- I. ROE
- J. ROI and many others



Identify the drivers in their business have the most effect on the profitability of the business.

See the Shareholders Perspective – understand the top 7 ratios that are most important to shareholders and why.

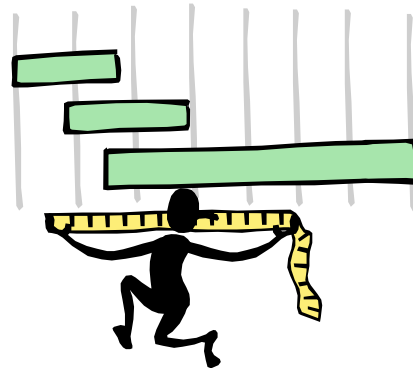
Experience the power of one-page page financial reports – see why Companies use them and why they are invaluable to manage your business and grow your manager's financial acumen.

Understand the value brought to companies by the concept of Open Book Management (OBM) plus a case study in OBM budgeting. This company is using OBM budgeting as an invaluable buy in strategy to engage all managers in the company-wide budget tracking and ownership.

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Sample Agenda:

- A. The financial ratios – what they are, what they mean and how non-accounting managers can easily understand and apply these ratios to their business.
- B. Executive review of the 3 key financial statements and how they interact with each other.
- C. Comparison project: what are the differences between the financial ratios of your own company compared to publicly traded competitors?
- D. The Mobley Matrix – IBM’s one page view of all the financial statements – so easy to understand on the one page format from an executive at IBM.
- E. Other one page financial tracking reports and how to build financial literacy in your company through uses these monthly reports.
- F. What are the most important financial indicators for your shareholders?
- G. Business profitability drivers – what are the key indicators of profitability for manufacturing and service-based companies? What are the profitability drivers for your company?
- H. How Springfield ReManufacturing applies Open Book Management and budgeting to empower all line managers to own the budget and drive profitability through their “Budget Huddles.”



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About Marilyn Laverty:

Since 1976 Marilyn has been teaching how to improve business efficiency and profitability. She has the unique ability to take the mystery out of the numbers and train all levels of managers and staff in how to read and understand organization's key result areas.

Her strategies are easy to understand with a step-by-step implementation and she focuses on preventative solutions rather than correcting mistakes.

Ms. Laverty earned her CPA in 1978 with Deloitte and Touche and graduated with honors from the University of Denver Business School.

With an energetic and highly visual approach, Marilyn helps participants eliminate frustration and stress by learning the language of accounting.

Teams On Target's consulting services include:

- ◆ Strategic planning retreats, developing shared vision, mission, values and SMART goals (*Specific, Measurable, Achievable, Reaching and Time bound*)
- ◆ Facilitating process improvement, quality teams and product development teams
- ◆ Organization change and how effective leaders manage change at every stage
- ◆ Team facilitation to insure efficient decision processes for groups who have tough decisions to implement
- ◆ Leadership development to maximize productivity

"Accounting, the language of business. How well do you speak it?"
Marilyn Laverty

Teams On Target Client List:

Xcel Energy	Women'sVision Leadership Institute
Seagate Technologies	Mile High United Way
Gates Rubber Company	Health Sciences Center CU
University of Colorado	Coherent Technologies, Inc.
The Denver Foundation	Roth, Gerber, Appel & Johnson, P.C.
Gerald H. Phipps, Inc.	Intel Corporation
American Institute of Banking	NLP Comprehensive, Inc.
HealthOne Alliance	Provant
GE Access	TIAA-CREF
Accenture	General Motors Corporation

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Customized Courses and Consulting:



Customized courses available upon request (your firm's budget process and economic assumptions, your firm's specific capitalization policies, etc.)

Follow-up consulting, facilitation and coaching can be designed to maximize participants application of these financial concepts and tools

Our firm values our client's feedback:

"This was the best and most productive teambuilding training I could ever been a part of. I appreciated the straightforward approach that was not distracted/diluted by game playing."

Colorado Department of Transportation
Division Chief

"I just had to let you know I landed a contract this morning for a considerable amount. When they asked me my hourly fee, I replied with a figure that was twice what I had been charging my clients when I started my firm. They though the fee was very reasonable. I owe it all to you Marilyn; you gave me the insight and courage to speak those figures in order to cover my overhead!"

Cynthia Selman, President

Selman & Associates, Inc.



Participant course evaluations are available upon request.

University of Colorado Alumni Strategic Planning Retreat