

# Winning Decisions

One Simulation

Three Immersive Days

Multiple Learnings

Unlimited Fun



Return On Assets Sales Lead Time  
 Planning Capacity Utilization EVA Balance Sheet  
 Continuous Improvement Forecasting  
 Cash Flow Activity Based Costing  
 Cross Functional Synergy Profitability  
 Analysis Capacity Planning Capital Turnover Rate  
 Order Fulfillment Forecasting Liquidity  
 Development Economic Value Added Market Potenti  
 Strategic Planning Competitor Analysis  
 Operating Profit Liquidity Market Potential RO  
 EVA Balance Sheets Strategic Pl  
 Product Changeovers Contribution M  
 Management Continuous Improvement  
 Activity Based Costing ROI Entering N  
 Cross Functional Synergy

# A unique learning tool designed especially for production based companies

How do we balance the need for growth with our financial realities?

Should we update our existing production facilities or expand?

Can production meet the sales targets?

Do we conduct R&D for new products? Which products? When is the right time?

Does sales know the production plan?

Do we enter new markets? When is the right time? Which markets? Can we afford it?

Where is all the money going? Why do we have a cash flow issue?

Do we have the correct level of inventory?

How can we improve the profit margin?

Are we improving the shareholders' equity?

Why does an essential investment in one area of the company affect all other departments?

Are we selling the right products in the right markets?

How do we meet our short-term and long-term financing needs? Short-term loans? Long-term loans? Discounting?

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People often become bored if training is on technical skills

Budgets are limited

They have multiple training needs but are not able to manage them within the given time and financial restraints

They can't pull people out from work too frequently for training

## Challenges Of HR Department

So if you are looking for a solution that is:

- Time and cost-effective
- Can increase the knowledge and competence level in a number of subjects
- Keep the participants interested and motivated to learn
- All in a truly world class learning intervention

## Then Winning Decisions Is The Solution

Winning Decisions is not a training program instead it is a learning tool

We believe that people can understand even the most complex and technical subjects if they can see their real-time implementation

People usually forget content, but they rarely forget the lessons learnt through mistakes

Mistakes are not only a natural part of the learning process, they are catalysts that teach us what not to do. This is the premise behind Winning Decisions.

Unique board based simulation design keeps participants engaged

The hands on experience draws in all participants and the team-based structure fosters an environment that raises energy levels.

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## About Winning Decisions

Winning Decisions is a unique simulation which closely replicates the key functions of a manufacturing organization. Sales & Marketing, R&D, Production, Purchase, Finance, Raw Material Stores, Finished Goods Stores and Business Planning are all represented.

In this simulation teams are given their own 'companies' to run over a 10 year period and compete with each other to make their businesses the most profitable. Teams have to study market forecasts and plan their strategies based on their current production capacity, raw material availability, financial projections etc.

Teams plan for long term growth through investing in production capacity enhancement, new product development, opening new markets for the business etc. while keeping a close eye on their financial realities.

Each year the teams close the books i.e. generate their Profit & Loss statements and Balance Sheets. As the business progresses they analyze the strengths and weaknesses of their companies through interpretation of their financial data and calculating key indicators like Debt-Equity analysis, Contribution Ratios, Cash Flow, Return on Equity, Return on Assets etc.

## Flow Of The Simulation

**GROWTH WITH SCARCE RESOURCES**, where the companies have to plan for future expansion and growth but have very limited resources hence they have to balance their plans with the financial realities

**BATTLE FOR POSITIONS**, competition in the market increases while margins decrease. The focus is on efficiency and productivity.

**OWNERS RAISE THE CROSS-BAR**, Does the company generate enough profit for the owners to be satisfied with their investment? The focus is on how well they have succeeded in increasing the company's market value.

## Learning Areas

### FINANCE & ACCOUNTING

- Making and interpreting financial reports
- Understanding how finance drives decisions in all departments
- Financial ratios
- Cashflow analysis
- EVA (Economic Value Added)
- Depreciation
- Using the Dupont Financial Model to understand the impact of the various financial items on the Key Financial Indicators

### PRODUCTION & INVENTORY

- Balancing production capacity with sales capability
- Production planning
- Managing Raw Materials inventory
- Capacity utilization
- Production bottlenecks
- Production lead times and turnaround costs

### SALES & MARKETING

- Understanding market trends
- Business responsiveness to market trends and forecasts
- Product life cycles
- Niche marketing
- Credit terms and their impact on business
- Market goodwill
- Strategic marketing to counter current and future competition
- New product development
- Entering new markets

### SYNERGISTIC LEARNING AREAS

- Understanding the ground realities of other departments
- Importance of Sales, Production and Finance coordination
- Long-term thinking
- Strategic approach toward business
- Entrepreneurial skills
- A methodical and process-driven approach towards work

## The Final Result

True cross-functional team bonding built upon mutual understanding respect for other departments

Change ready team that knows the importance of today's decisions on the future

Increased competence and knowledge levels

Long-term thinking and strategic mind-set

A holistic approach to business

## Key Benefits

- The unique 'game board' design of the simulation allows participants to engage physically in the program as they move the capital through their company, place purchase orders, move their production through various stages, deliver their orders and receive payments. Hence, the participants remain fully engaged and excited throughout the program.
- People from various functions get an overview of the complete operation of the business, hence enabling them to see the 'big picture'.
- In the real world, all decisions are financial decisions. Most of the time people get demoralized when their ideas are rejected, but what they don't understand is the financial impact of their suggestions. Winning Decisions enables people in all departments to analyze the financial impact of their suggestions before putting them up for approval.
- When a participant who is from the Finance department grapples with production planning and capacity utilization or someone from Sales takes on the role of Finance Director in the simulation, a real understanding of the constraints and complexities of each function is developed. This promotes true teamwork in the organization.
- Winning Decisions builds entrepreneurship skills in the organization.
- A strategic thinking mindset and a long-term approach to business is developed in the participants.
- It develops decision-making skills as they see the impact of each decision they take in real-time. This also enables them to realize that even the right decision taken at the wrong time can have disastrous results.
- As the companies struggle to keep financially afloat they have to devise creative strategies to survive, hence, developing out-of-the-box thinking.
- Winning Decision is designed in a manner that in order for the teams to close their books properly at the end of each year, they must follow the process step-by-step, this promotes a methodical approach to their work.
- After the 10-year simulation is over each team spends time analyzing their own company and their functions to come up with areas of improvement, hence the program's learning is converted into tangible suggestions for work improvement.

## Group Size

The minimum group size must be 15 however the session can be run for a larger number of people up to 25 maximum. The optimum group size is 20 as there can be a maximum of 5 teams and there ideally 4 members per team (plus or minus 1).

### Note

Since invariably one team becomes bankrupt during the course of the simulation, we have to 'close' their company and the members of that team are absorbed into the rest of the remaining teams. If the group size is larger than 20 to 25 people, then the remaining teams become too large and this affects the learning of the participants.

## Venue

The program can be held at the client's premises, provided we have a large enough space to set up the simulation.

## Investment

The charges for this program are Rs. 850,000 + Sales Tax. Please note that this is a highly specialized program developed by Winning Edge and there is no other program in the market which is either similar or comparable. In order to run this simulation, 2 additional highly trained facilitators are required besides the trainer which will be provided at no extra cost. The fee includes all training material, participants' kits, certificates and mementoes and 3 members of Winning Edge team.

## Value Addition

One week after the program, we will spend a couple of hours with the group to discuss how they can use the learning in their own work areas and chalk out some potential projects and action plans. This activity is a value addition at no extra charge. For clients outside Karachi this meeting can happen in an online format.

## Terms & Conditions

- 25% advance upon confirmation and the balance payable immediately after the program. Please note that this is a non-negotiable condition as the participants' kits and the logistics of the program are very expensive.
- Once the dates are confirmed, if for any reason the client decides to postpone the event, we will invoice as per the original schedule, however, you can avail of the training at any future mutually convenient date
- Training venue, logistics and all audio-visual equipment will be the responsibility of the client
- For training outside Karachi, airfare for the lead trainer, and train travel for 2 facilitators will be borne by the client, as well as full boarding and lodging for the team.
- All training material will be provided by Winning Edge

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## Client Feedback About Winning Decisions

“ Winning Decisions proved to be a great success at ICI Pakistan... We rolled out Winning Decisions at ICI Pakistan and found the program to be highly interactive and engaging. It was a great program to promote team building, collective decision making, working under time pressures and striving towards common goals.

We see real value creation even for the senior management team to train on Winning Decisions since it really highlights how the various functions synergize and how clarity of objective and team unity can yield tangible financial results. I would recommend this program also as a finance for non-finance managers since it highlights the financial value chain of the business

HR Manager, ICI

“ Winning Decisions workshop proved to be a very enlightening experience for GSK participants, they found it different, very engaging and a unique simulation which taught real life business situations for any manufacturing unit in a fun way. Thanks Winning Edge for providing this opportunity !!!

Manager Learning, GSK

“ Winning Decisions is all about Critical Thinking, which offers coaching for making better decisions. In contrast to simplistic formulas for making decisions, it enables participants to think in a logical framework with four basic stages that can be used in approaching every decision framing, gathering intelligence, coming to conclusions, and learning from experience....In this simulation-based game, rapid technological shifts and organizational transformations have made decision making much more complex.

Our manager's feedback about this course is that they have never attended any learning session like this and now they can relate real-life examples, which we normally face in organizations

Manager HR & Training, Lotte Chemicals

“ Sualeha is one of the best trainers among the Pakistan training fraternity which she proved during 3 days workshop on Winning Decision held recently for Brookes' employees. I have attended various trainings/workshops locally and internationally but never enjoyed and learned so much that I did in this workshop because of the fact that it was designed 100% on simulation based where learning came through practically doing the things rather than just going through the theories as in traditional programs. The speciality of this program is to highlight the hidden potential of the employees and to get the best out of them. I would highly recommend this workshop to the corporate world for their management staff.

Director Human Resources, Brookes Pharma

## For Further Information



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