

Certificate Course in Profitability Analytics & Enterprise Performance Management



For further details, please contact

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Programme Details

Profitability Analytics (PA) Framework is a process designed to produce high-quality internal decision support information that supports decision-making throughout the organisation – from the C-suite to the shop floor and direct customer contact points.

The goal of **Profitability Analytics** is to provide managers with information based on sound economic principles (independent of external financial reporting requirements) to enhance organisational decision-making. The programme achieves this through the development of integrated models of an organisation's revenues, costs, and investments based on an operational understanding of an organisation and aligned with its overall strategy.

The PA Framework is composed of three primary elements:

1. Strategy formulation, where an organisation establishes its plan for identifying and addressing its market(s) and for mobilising its resources to meet the demands created by that plan
2. Causal models that directly enable the evaluation of strategy. These models employ the principle of causality to quantify in operational terms, monetise the revenue and costs of the organisation's strategy, and then track the execution and performance of that strategy
3. Strategy execution involves decision-making that employs the outputs of the causal models to provide the organisation's decision-makers with the accurate and relevant information they need to make economically sound decisions as they execute and adapt tactics to meet strategic goals

Enterprise Performance Management (EPM) is the integration of multiple managerial methods to improve an organisation's strategic and operational performance.

The individual methods comprising **EPM and ways and means to seamlessly integrate them** is the main focus of this course as integration of methods is as important as the method itself.

Embedding analytics into each method makes **EPM** even more powerful.

Pain Areas & Problems that EPM Solves

- Did you know the vast majority of organisations fail to successfully execute their strategy? (per Dr David Norton, co-author of the Balanced Scorecard)
- Organisations often have key performance indicators (KPIs)...
 - that are not aligned with the strategy
 - that are far too many in number
 - that do not cascade down into operational measures useful to employees
- Do you know which 20% of your products, service lines, channels, and customers may be unprofitable? Which 20% are truly the most profitable?
- Do managers and employees know and effectively manage root cause cost drivers?
- Few companies, if any, know which types of customers are most profitable to retain, grow, win-back, and acquire. There is an illusion that the highest sales customers are also the most profitable ones
- The annual budget process is ineffective. Budgets are quickly obsolete. Volatility and uncertainty are here to stay. There is poor preparation to shift to capacity-sensitive, driver-based, rolling financial forecasts
- There is a lack of insight, knowledge, and business intelligence data.
- There is excessive reliance on intuition and gut feel rather than fact-based decision-making
- There's an inability to anticipate trouble early on, and an absence of reliable forecasting and predictive analytics
- Many are unable to identify the cause for low productivity, high costs, or questionable lean management initiatives



Who is the Programme for?

Functional/departmental heads involved in strategy formulation and implementation in the areas of:

- Operations
- Procurement
- Quality control
- Marketing
- Accounting
- Cost management & MIS
- Corporate Finance

Programme Design



Duration:
30 hours
(5 days of 6 hours each)



Venue:
Krea University
City Office



Programme fee:
₹ 30,000
plus GST

Pedagogy

The pedagogy would consist of a mix of:

- Lectures
- Exercises
- Real-life situations
- Case analysis and video analysis
- Exposure to industry-specific examples
- Discussions on real time issues faced by participants in their respective fields

Programme Highlights

- Introduction to PA Framework and how it differs from traditional regulated financial reporting and the need for an internal decision-support perspective grounded in scientific and logical principles. Linking of CSFs to KPIs and strategy - concepts of ROI, ROCE, CVA & EVA
- Risk analysis & prevention in auto ancillary & engineering industry – Risk management overview, its expression, risk analysis framework and mitigation strategies
- Sustainability – framework, importance & reporting
- Supply Chain Management (SCM) – Components of SCM, layers in the supply chain, measures for assessing supply chain performance and ways and means of designing efficient supply chains
- Road map for a successful rollout of managerial accounting systems in an ERP environment. How to reorient ERP to cater to internal users' information needs
- Progressive managerial accounting practices, including Activity-Based Costing (ABC), to provide accurate costs (with detailed visibility of causality) of processes, products, services, channels, and customers to facilitate decision-making
- Reliable forecasting with calibrated, driver-based cost consumption rates to help the shift from the static annual budget to continuous capacity-sensitive rolling financial forecasts
- Understanding cost behaviour, pricing strategies (including target costing) and strategic variance analysis
- Role of analytics (eg regression, segmentation, correlation) to provide critical insights with fact-based information

Say **hello** to the Facilitators



Dr G Balasubramanian

Senior Professor and Advisor - Finance, Accounting
& Quantitative Finance, IFMR GSB, Krea University
M Com, ACMA, PhD

Experience:

- Over three decades of experience in executive training, teaching, consulting and research in Accounting, Finance and Information Technology
- Is Visiting Faculty for several African countries in the area of Finance and Information Technology, under the sponsorship of the Commonwealth Secretariat. He has participated as a resource person in a study of disinvestments of public sector enterprises sponsored by the United States Agency for International Development (USAID). He has designed and implemented decision support systems for major organisations
- Has co-authored a book titled, *Brain Re-engineering*, published by Sage Publications. He has also published several papers in the area of Capital Markets, Accounting, Information Technology and Knowledge Management
- Current areas of interest include valuation modelling, activity-based costing and management, strategic cost management, performance measurement systems, business intelligence and IT strategies



Dr N Chandrasekaran

Professor, IFMR GSB, Krea University
Fellow (PhD) in Financial Management, IFMR

Experience:

- 24 years in corporate in the fields of consulting and teaching
- Areas of specialisation include Operations, TQM, Supply Chain Management, Analytics
- Worked in industries including Information Technology, Venture Capital, Industry Bodies, and Knowledge Processing
- Founding member of CII Institute of Logistics, Chennai
- Other areas of work relate to Strategy, Mergers and Acquisitions, Human Resources, Leadership Development and Investor Relationship management



Prof Manivannan Rajan

Associated as Visiting Faculty, IFMR GSB,
Krea University for over 18 years
MTech (IIT Madras), PGDM, FCMA, FIV, CFRM (UK)

Experience:

- Expertise in handling Cost, Risk and Project Management areas and Sustainability Excellence Models
- Over 35 years of experience as Management Consultant across varied industries
- Senior Partner STR & Associates and Geeyes & Co, leading Cost & Management Accounting firms



Dr Jayaram Ramakrishnan

Professor of Practice
Finance, IFMR GSB, Krea University
M Com, M Phil, FCMA, CGMA (AICPA),
ACMA (UK), PhD

Experience:

- Over 24 years of industry experience in fields of Management Accounting, Costing, Accounting & Auditing Functions
- Associated with IFMR since 2008. Apart from teaching in the PGDM programme, is actively involved with IFMR's Management Development programmes for working executives
- Practicing Cost & Management Accountant (since 2011 - 23)**
- Cost Auditor for leading companies in varied sectors – auto ancillary, engineering, food and beverages, pharmaceuticals & health
- Currently associated as Director with Proactive Solutech (India) Pvt Ltd.**
- Involved as a functional consultant in implementation of activity based costing systems and pricing software
- Involved in study and design of cost models for various companies and also consulting on improvements to existing data capturing mechanisms in ERP (SAP, Oracle)

The Game-changing Advantage

The landscape of auto ancillary & engineering industries careers is competitive and it's important to stay one step ahead. To break into the world of these industries, the need of the hour are niche skills and focused knowledge. With IFMR GSB's programmes, you have an edge, of learning from the finest



Led by Pioneers

Brought to you by IFMR, the leaders in Executive Education and Research in Financial Management in India



Mentored by the best

Facilitation by experts and industry leaders



Tailor- made for working professionals

Convenient class timings over weekends, academic rigour and industry relevance



Innovative Pedagogy

Curriculum optimised with sector relevance

The Legacy of IFMR GSB

- Asia's 1st Finance training and research institution
- Opened gates to research in 1970
- Pioneered research support to industry and government in the areas of Finance and Economics
- Trained 50,000+ professionals across 500+ organisations in 25+ countries world-wide
- Recognised by the Government of India, as:
 - Institution of Importance across India
 - A Scientific and Industrial Research Organization (SIRO)

Re-imagining learning- IFMR GSB

- A futuristic business school with a 50+ years strong legacy of IFMR
- Powered by pioneers in finance education
- Pedagogy guided by Krea University's unique Interwoven Learning
- Offering full-time and Executive MBA programmes, management development programmes for experienced professionals and a PhD programme
- Faculty members drawn from both academics and industry; practitioners bring real-world case illustrations
- Shaping business practices through inventive, sharp thinking and cutting-edge research

Inventive and tailor-made- Executive Education at IFMR GSB

- Pioneer in Financial management executive education in India – SDPs, LDPs, eMBA, customised programmes
- Focus on: Finance, Technology & Sustainability
- Innovative and contemporary pedagogies
- Programmes designed and delivered around specific competencies for development and / or business impact
- Assessment centers for talent assessment and development support
- Application focused design with Action Projects coaching and project mentoring

The Vision

Steered by eminent leaders from the world of Finance and Economics *



Lakshmi Narayanan
Chancellor, Krea University
Co-Founder, Cognizant



Raghuram Rajan
23rd RBI Governor



N Vaghul
Former Chairman
ICICI Bank Ltd



R Seshasayee
Former Chairman
Ashok Leyland



S Mahalingam
Former Chief Finance
Officer & Executive Director
Tata Consultancy Services



Professor Nirmala Rao
Vice-Chancellor
Krea University

The Vision

Steered by eminent leaders from the world of Finance and Economics *



Prof Raghu Sundaram
Dean, NYU Stern
School of Business



Anu Aga
Director
Thermax Limited



Anand Mahindra
Chairman
Mahindra Group



Dr John W. Etchemendy
12th Provost of
Stanford University



Dr Esther Duflo
Nobel Laureate
Co-Founder and Co-Director
Abdul Latif Jameel Poverty
Action Lab (J-PAL)



Cyril Shroff
Managing Partner
Cyril Amarchand Mangaldas

SCHOOLS AND RESEARCH CENTRES AT KREA UNIVERSITY



IFMR GRADUATE SCHOOL OF BUSINESS (GSB)
AMONG INDIA'S TOP-30 PRIVATE B-SCHOOL
AND TOP 50 BUSINESS SCHOOL



SCHOOL OF INTERWOVEN ARTS AND SCIENCES (SIAS)
BA HONOURS AND BSC HONOURS WITH A DISTINCT
CURRICULUM LED BY INTERWOVEN LEARNING



LEAD AT KREA UNIVERSITY
SOLVING COMPLEX DEVELOPMENT CHALLENGES TO
ENHANCE SOCIO-ECONOMIC PROSPERITY



SAPIEN LABS CENTRE FOR THE HUMAN BRAIN
AND MIND AT KREA UNIVERSITY
RESEARCH AND LEARNING RELATED TO THE
HUMAN BRAIN AND MIND



MOTURI SATYANARAYANA CENTRE FOR ADVANCED
STUDY IN THE HUMANITIES AND SOCIAL SCIENCES
ADVANCED RESEARCH ACROSS THE HUMANITIES
AND SOCIAL SCIENCES



ATAL INCUBATION CENTRE
Inclusive Tech For The Last Mile
CATALYST AIC
NURTURING A SUPPORT ECOSYSTEM FOR
TECH INNOVATIONS FOR UNDERSERVED
COMMUNITIES



INITIATIVE FOR WHAT WORKS TO ADVANCE
WOMEN AND GIRLS IN THE ECONOMY (IWwAGE)
RESEARCH TO INFORM AND FACILITATE THE
AGENDA OF WOMEN'S ECONOMIC EMPOWERMENT



CENTRE FOR DIGITAL FINANCIAL INCLUSION (CDFI)
DEVELOPING AND SUPPORTING DIGITAL INNOVATIONS FOR
SOCIAL IMPACT



INCLUSION ECONOMICS INDIA CENTRE
ENSURING ECONOMIC JUSTICE, SOCIAL OPPORTUNITY AND
ENVIRONMENTAL PROTECTION.



J-PAL SOUTH ASIA
POVERTY REDUCTION THROUGH POLICY DEVELOPMENT
INFORMED BY SCIENTIFIC EVIDENCE

REPRESENTATIVE CLIENTS

