

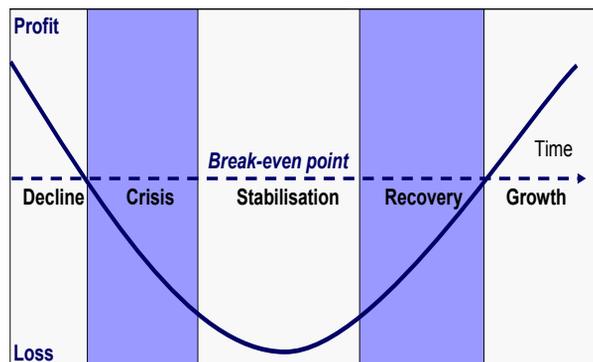
Profit Optimisation and Turn Around Management in Small Enterprises

Nicosia Hilton Park Hotel • June 1-2, 2011

The global economic crisis shows signs of subsiding in Cyprus, and an economic recovery is underway. Yet the longer-term impacts of the crisis, together with the wider economic and structural changes affecting Cyprus, will affect small enterprises in the future as they struggle to regain lost competitiveness and profitability.

Navigator Consulting Group and the Cyprus Chamber of Commerce & Industry are organising a training programme on profit optimisation and turn-around management for small enterprises, which will take place in Nicosia on June 1-2 at the Hilton Park Hotel.

The Turn-Around Management Curve



Drivers

- Market & demand decline
- Lack of credit / high credit costs
- Domination of large retail chains
- High parallel or direct imports
- Generational change in enterprises
- Low staff productivity



Symptoms

- Higher sales = lower profit
- No resources for growth
- The same mistakes are repeated; basic tasks don't get done
- High turbulence: new suppliers and competitors; customers change
- Family & management tension

The Navigator training programme will provide a range of practical tools and case studies, adapted for small enterprises, that will help you diagnose your current situation and develop plans for higher profitability and strategic recovery:

- ❖ Value Chain Analysis
- ❖ Turn Around Management
- ❖ Customer Profitability Analysis
- ❖ Product Profitability Analysis
- ❖ Overhead Cost Allocation Methods
- ❖ Calculating the Cost of Capital Employed
- ❖ Risk Analysis
- ❖ Sensitivity Analysis

The trainer will visit each participating company for a full day consultation following the training seminar. This enables a direct application of the tools and methods learned, specifically for your company and industry.

For information and registration, please contact:

Mr. Christos Tanteles
Senior Training Officer
Cyprus Chamber of Commerce & Industry
Tel. 22-889-715
Email: christos@ccci.org.cy

Training Programme

Wednesday, June 1st

Selling in Fragile Markets

- Roots and impact of the economic crisis
- Prospects for the recovery
- Structural challenges to profitability
- Adapting to low-margin, low-growth environments
- Sustainable sales and business processes

Value Stream Mapping: From Raw Materials to Final Consumption

- Defining and mapping the value stream – process
- Value stream mapping – financial aspects and value added
- Organisational and business process analysis
- Key indicators: speed, steps, defects, costs

Measuring the True Cost of Sales

- Defining “good” and “bad” customers
- Understanding the corporate profit-loss statement
- Measuring sales & gross profit per customer
- Modelling workflow: what steps create costs?
- Calculating average break-even per order; per delivery
- Differentiating statutory P/L statement
- Allocating overhead expenses
- Measuring net sales and profit per customer

About the Trainer



Philip Ammerman is co-founder and Managing Director of Navigator Consulting Group, an international management consultancy with offices in Athens, London, Nicosia and Kiev.

Philip's expertise is in the areas of corporate analysis, due diligence and strategic business planning. He has worked in the emerging markets of the former Soviet Union and the Middle East since 1992, and has led over 50 major investment projects delivering over EUR 4 billion in invested resources. His clients include the European Bank for Reconstruction and Development, the European Commission, the Inter-American Development Bank, Consolidated Contractors, DS Smith, APCO Europe, and others.

In addition to consulting activities, Philip is co-founder and managing partner of ECN Business Intelligence Ltd., an online business intelligence and professional networking service for companies and institutions working on EU-funded procurement. He is founder of Numenor Management Services Ltd, a provider of high-value corporate management services based in Cyprus. He is also Managing Director of MICE and More Ltd., a leading destination management company (DMC).

Philip is an avid environmentalist and founder of the Friends of Schinias, a volunteer initiative for the protection and preservation of the National Park of Schinias-Marathon near Athens, Greece.

Thursday, June 2nd

Turn-Around Management Diagnosis

- Defining the current status of profitability and business
- Strategic options for change
- Defining a turn around management plan
- Sales and pricing scenarios and sensitivities
- Changing operations and business processes

Customer Segmentation and Pathways to Change

- Non-financial segmentation (potential vs. attractiveness)
- Financial segmentation (Pareto, A-B-C)
- Purchase characteristics and profiling
- Developing new forms of product & service profitability
- Restructuring sales and marketing

Production and Industrial Operations

- Producing to order
- Lean and “Semi-Lean” manufacturing principles
- New methods of shared cost manufacturing
- Optimising profitability in manufacturing

Distribution and Logistics Operations

- Physical Structure of Inventory Management
- Shelf Space, Positioning, Flow
- Stock Picking / Merchandising Planning
- Delivery Effectiveness
- Delivery Schedules and Route Planning