

The keys to creating value



All boards of directors promise their capital investors to maximise value creation; it is the yardstick by which the success – or failure – of the chosen implemented strategy is evaluated. It is a vital objective for the company: unless sufficient value is created, it will find itself deprived of the crucial financial resources it needs for development. If the company is listed on the Stock Market, shareholder dissatisfaction will result in a drop in the share price... and the company could fall prey to investors eager to better exploit its potential for creating value.

To prevent this from occurring, it is vital that company management relay the keys for interpreting and the instruments for promoting value creation among all internal decision makers. However, with the faster pace of change and the increasing complexity of activities, business lines and organisations, decision-making is becoming increasingly decentralised. Creating overall corporate value relies entirely on day-to-day decisions being made locally by managers in the field.

Training the entire chain of command in the objectives, instruments and best practices of value creation therefore becomes critical for all companies... although the subject may be perceived as technical, dry and difficult to understand for a wide, varied body of people.

CrossKnowledge provides THE solution to this problem: 5 hours of distance learning, which can be rolled out at any level within the company, designed by Marc Bertoneche, an internationally renowned expert, selected three times as the best lecturer at the University of Harvard for his excellent teaching methods.

Who this training is intended for:

- Business unit managers
- Team leaders
- Project managers
- Staff

This training will enable you to:

- Master the 3 keys for financial decision-making
- Acquire an overview of the financial operation of your business
- Identify the operational levers for creating maximum value within your business
- Acquire good reflexes to practise value creation on a daily basis in your managerial decisions

Leadership skills enhanced by this training

- Enhance the creation of economic value
- Improve performance
- Manage, ensure objectives are achieved
- Have a global insight and think systematically
- Share the vision

The strong points of this training

- An operational approach, centred around daily financial management problems (vs. an academic approach centred around financial literature)
- Models and instruments to understand and practise value creation: the “money pump”, operating chart for creating value...
- Numerous examples of situations and managerial decisions, broken down in terms of value creation

A learning course in 7 key steps

1. The 3 pillars of corporate finance

- Ask yourself the key questions to ensure the financial health of the company's activity
- Identify the information and usefulness of various financial documents
- Integrate the inter-related nature of these issues

2. Measuring profitability

- Identify the 3 measures of profitability (commercial, economic, financial)
- Assess the information provided by each of them
- Identify the relationships between them

3. Evaluating financial equilibrium

- Identify the balance sheet items to be monitored to ensure the financial health of an activity
- Calculate the relevant ratios for analysis

4. Analysing liquidity

- Identify the financial flows of an activity
- Re-categorise these flows according to the company's business cycles
- Establish an overall diagnosis of liquidity within a business activity

5. Mastering the basics of financial evaluation

- Master the principles of financial actualisation
- Recognise how to apply this technique to add value to a business activity
- Identify the opportunities to create value for each manager

6. Managing with value creation levers

- Identify the link between creating value and corporate strategy
- Determine the 4 levers of value creation for managers
- Define a management methodology with these opportunities in mind

7. Creating value on a daily basis

- Acquire good reflexes to ensure that decisions taken lead to value creation
- Identify the financial parameters which can measure value creation
- Link these parameters to the financial scheme of an activity

The author



Lecturer at Harvard Business School for 20 years, Marc Bertonèche also gives classes at the INSEAD business school in Fontainebleau as well as at various Paris-based business, political science and engineering schools (HEC, Sciences-Po and Collège des ingénieurs, etc.).

His research interests include corporate finance and financial strategy, mergers and acquisitions, venture capital, the financial markets, corporate governance, risk management and international finance.

An internationally renowned researcher, and author of key reference works, he is involved in designing and running a large number of "executive" training programmes for clients such as Air Liquide, AstraZeneca, Baxter International, Carrefour, Disneyland Paris, Electrolux, Goodyear, Hewlett-Packard, Honeywell, IBM, Kimberly-Clark, L'Oreal, Philips, Rhone-Poulenc, SAS International Hotels, St. Gobain, Schneider Electric, and Unilever, to name a few.