

A photograph of a business meeting. In the foreground, a person's hand holds a white pen, pointing at a bar chart on a document. Another person's hand is visible on the left, pointing at the same chart. The document contains several charts, including a pie chart and a line graph. The background is a blurred office setting. A large blue graphic overlay covers the right side of the image, featuring a pattern of circles and lines.

COMMERCIAL
LEADERSHIP
IN ACTION:

The Kaplan Business Challenge



Gone are the days of overstaffing, excessive inventories, and non-threatening competition. Today's employees and their leaders are exposed to tighter deadlines, constant change, and doing more with less. Employees are required to make decisions quickly, often under extreme pressure, and without mistakes. How can you be sure your people are ready for these challenges?

THE KAPLAN BUSINESS CHALLENGE

The Kaplan Business Challenge (KBC) is a realistic business simulation that mirrors the commercial pressures of a struggling business. Participants work in competition, acting as the senior management team. By working through a variety of strategic and financial decisions, in competition with other teams in the room, participants are tasked with turning the business around and creating value for shareholders. Teams tender to win business and then demonstrate commercial success (or failure) by delivering on the contracts that they win.

The simulation creates a perfect learning environment for participants to create innovative solutions and achieve commercial success through a series of strategic and commercial decisions. It requires self-awareness and self-assurance, combined with an intimate understanding of key skill-sets and how to apply them with confidence.

Commercial awareness is at the heart of the simulation, and the participants will learn about costing, margin management, budgeting, and cash management. More importantly, they will have the opportunity to practice using these financial tools to help drive success.

At the same time, participants are able to consider their behavior and how their style and actions impact other members of the team. They will discover what works, what doesn't work, what creates value, and what destroys it. Ultimately, the Kaplan Business Challenge will teach your people how to work under pressure as a team in a realistic business situation.

Participants will come away with a clear understanding that every decision they make has commercial consequences, as well as a better understanding of how their behavior can also impact the outcome.

FLEXIBILITY

The Kaplan Business Challenge is a truly holistic learning experience, integrating strategic, operational, planning, forecasting, risk management, and financial reporting aspects of running a business. The simulation represents a flexible development intervention on its own, or it can be embedded in a more comprehensive development program.

We also offer customized versions of the Kaplan Business Challenge, allowing organizations to address their own critical priorities while still retaining common core themes of commercial leadership and essential finance.

Professional Services

The professional services version of the Kaplan Business Challenge lets participants learn and implement key drivers of commercial success, such as resource planning and utilization, as the teams compete to deliver services on time.

Manufacturing & Supply Chain

Our manufacturing simulation takes the context of a global, capital-intensive business faced with a complex supply chain and uncertain market. Teams need to manage the competing expectations of strategic suppliers, customers, and finance providers, as well as deal with the internal tensions between the different functions within their business.

IMPLEMENTING THE BUSINESS CHALLENGE

The Kaplan Business Challenge can be fully customized to meet your specific organizational needs. It can be used as a stand-alone event, or as part of an on-boarding or manager training program. In addition, the Kaplan Business Challenge can be held at your premises, at a hotel or conference center, or at any of Kaplan's worldwide locations.



DELIVERING OUTCOMES

Participants in the Kaplan Business Challenge will develop their commercial understanding, outlook, and behavior by learning to:

- Understand financial statements and key performance indicators
- Explore team dynamics in a competitive business situation
- Instill a real-life understanding of cash management
- Improve commercial confidence and financial dexterity
- Demonstrate and anticipate the commercial impact of successful business decision-making
- Think strategically and deal with commercial ambiguity
- Deal with business risk and change
- Heighten commercial awareness and strategic thinking
- Provide an insight into financial information and presenting numbers with impact
- Practice communicating a coherent plan to stakeholders and understand the importance of meeting commitments to them

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