

B Boardroom

A SIX-WEEK COHORT · ONLINE · LIVE

HOW THE SIMULATION WORKS

Run a company. Read *the numbers*.

Over six weeks, you'll make four years of business decisions in a global consumer electronics simulation — and watch them appear, line by line, on the income statement, balance sheet, and cash flow.

§ 01 · THE ANNUAL CYCLE

Five stages, *repeated every year*.

<h3>01</h3> <h4>Plan</h4> <p>Review last year's results. Analyse your financial statements. Update your SWOT. Set targets for the year ahead.</p>	<h3>02</h3> <h4>Budget</h4> <p>Build a cash budget and pro-forma income statement before entering a single decision. Know your closing position first.</p>	<h3>03</h3> <h4>Decide</h4> <p>Submit your decisions across pricing, marketing, R&D, factory expansion, dividends and debt. Once submitted, locked.</p>	<h3>04</h3> <h4>Results</h4> <p>Financial statements, operating statistics and the industry league table go live. See exactly where you stand.</p>	<h3>05</h3> <h4>Analyse</h4> <p>Compare actuals against your budget. Every variance is a lesson. Feed the learning into next year.</p>
---	--	---	--	--

"Cut R&D in Year 2 to free up cash. Watch your competitive position erode by Year 4."

The board at your table

Your team's discussions don't happen in a vacuum. Four AI board members sit alongside you, analysing the financial statements and shaping the conversation. Each one tests your thinking from a different seat — the way a real board would.



Margaret Chen
THE SKEPTICAL CFO

"Where is the cash coming from?"

Always asks where the cash is coming from before approving any spend.



David Okafor
THE GROWTH-ORIENTED CEO

"What does this look like in five years?"

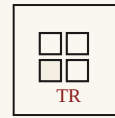
Pushes for bolder bets. Frames every decision as a five-year wager.



Sarah Lindqvist
THE ACTIVIST INVESTOR

"How does this serve shareholder return?"

Tests every capital allocation decision against shareholder return.



Tomás Reyes
THE OPERATIONS VP

"Yes, but how do we actually do it?"

Reframes every strategy question into an execution question.

§ 02 · THE SIX-WEEK FORMAT

One live session a week. *Four game years.*

01 ORIENTATION

Why financial statements exist

STATEMENT FOCUS · WHY FINANCIAL STATEMENTS EXIST

Meet your team. Walk through the company, the financial model, and the decision portal. We cover who reads the four statements and the double-entry engine beneath them. Run a trial year that doesn't count.

02 YEAR 1

Establishing position

STATEMENT FOCUS · THE INCOME STATEMENT

Your first competitive year. Build the budget and submit decisions. The week reads the income statement line by line — revenue recognition, cost classification, the multi-step IFRS format. Meet your rival companies on the league table.

03 YEAR 2

Pressure builds

STATEMENT FOCUS · THE BALANCE SHEET

Variances from plan become visible. We turn to the balance sheet — assets, liabilities, equity and working capital — as the financial consequences of last round's pricing, marketing and capital decisions start to bite.

04 YEAR 3

Strategic pivot

STATEMENT FOCUS · CASH FLOW & HOW THE STATEMENTS CONNECT

Mid-cohort review. The week covers the cash flow statement and how all four statements lock into one system — why profit isn't cash. Adjust strategy, defend or shift your position, and translate financial signals into concrete action.

05 YEAR 4

Endgame

STATEMENT FOCUS · COST BEHAVIOUR, CONTRIBUTION MARGIN & RATIOS

Final year. We add the decision-maker's toolkit — cost behaviour, contribution margin and the full ratio set — as capital structure decisions matter as much as the operating choices. League positions harden.

06 DELIVERABLE

The CFO memo

STATEMENT FOCUS · CAPITAL DECISIONS & SHAREHOLDER VALUE

Investment appraisal, capital structure and payout policy come together in a five-page strategic memo to the Board: how you performed, what you got right and wrong, what you'd do differently. Graded with detailed feedback.

§ 03 · WHAT YOU WALK AWAY WITH

Four things you'll *actually be able to do*.

i

Financial fluency

Read income statements, balance sheets and cash flow with confidence. See how every operating decision flows through them in real time — not in theory.

ii

Strategic judgement

Balance R&D, pricing, marketing and capital allocation against live competitor moves. Practise judgement, not just frameworks.

iii

Board-level teamwork

Make consequential decisions under deadline pressure with three to five people. Surface how a team actually debates, decides and accepts risk.

iv

Variance discipline

Every year you budget, act, and reconcile actuals against plan. The habit transfers directly to how you run real teams, budgets and businesses.

§ 04 · WHY IT'S DIFFERENT

The simulation makes the abstract *concrete*.

	A FINANCE COURSE	BOARDROOM
Mode of learning	Passive — lectures and reading	Live decisions with real consequences
Source material	Apple's annual report. Hypothetical case	Statements you generate yourself
Format	Individual study	Competitive team play against rival boards
Feedback loop	End-of-course assessment	Live league table, every round
What you leave with	Theory and frameworks	Rehearsed judgement, under pressure

§ 04½ · TRY THE MOMENT

One decision. *Three statements.*

It's the end of Year 2. You're profitable, but your rivals are spending hard on next-generation product. How much do *you* commit to R&D? Drag the lever. Watch what happens to the books.

<p>R&D INVESTMENT, YEAR 3</p> <h1>\$12.0M</h1> <p>MARGARET CHEN, CFO: <i>"Industry-average spend. Holds the line, doesn't move it."</i></p> <p>(Move the slider in the web version to see the numbers change.)</p>	<hr/> <table><tr><td>Income Statement</td><td>Y3</td></tr><tr><td>Revenue</td><td>\$285.0M</td></tr><tr><td>R&D expense</td><td>(\$12.0M)</td></tr><tr><td>EBITDA</td><td>\$38.0M</td></tr></table> <hr/> <table><tr><td>Income Statement</td><td>Y5 PROJECTED</td></tr><tr><td>Revenue</td><td>\$312.0M</td></tr><tr><td>Market share</td><td>18.0%</td></tr><tr><td>EBITDA</td><td>\$54.0M</td></tr></table> <hr/> <table><tr><td>Cash & balance sheet</td><td></td></tr><tr><td>Closing cash</td><td>\$42.0M</td></tr><tr><td>Return on assets</td><td>9.2%</td></tr></table> <hr/> <table><tr><td>Competitive position</td><td>Holding</td></tr></table> <p><i>Illustrative model. Real simulation runs a full 4-year financial flow-through.</i></p>	Income Statement	Y3	Revenue	\$285.0M	R&D expense	(\$12.0M)	EBITDA	\$38.0M	Income Statement	Y5 PROJECTED	Revenue	\$312.0M	Market share	18.0%	EBITDA	\$54.0M	Cash & balance sheet		Closing cash	\$42.0M	Return on assets	9.2%	Competitive position	Holding
Income Statement	Y3																								
Revenue	\$285.0M																								
R&D expense	(\$12.0M)																								
EBITDA	\$38.0M																								
Income Statement	Y5 PROJECTED																								
Revenue	\$312.0M																								
Market share	18.0%																								
EBITDA	\$54.0M																								
Cash & balance sheet																									
Closing cash	\$42.0M																								
Return on assets	9.2%																								
Competitive position	Holding																								

§ 05 · RESERVE A SEAT

Stop nodding along.

Six weeks · Online · 20 seats per cohort · **\$594** USD

RESERVE YOUR SEAT →