



Business Finance for Everyone

In **Celemi Apples & Oranges™**, your people will lead **A&O Inc** – an established, fictitious company facing tough, real challenges.

Through a series of simulated exercises about the foundations of business, they'll learn firsthand how to monitor cash flow, better utilize resources, and improve productivity.

Participants will work with the Balance sheets and Profit & Loss statements, learn how to measure results, and understand how their daily decisions impact the company financially – and strategically.

Everyone's a winner in **Celemi Apples & Oranges** – a playful approach to serious business results.

Celemi Apples & Oranges is our bestseller, used by 1,5 million participants around the world.



What clients say

"Apples & Oranges exceeded our expectations by a wide margin. It not only gives us a foundation to build on – it also creates enthusiasm and gets people involved. These are crucial components for us as we launch our development program."

– Personnel manager, Volvo Bus Corporation



KEY THEMES

- Business finance
- Profitable growth
- Cash flow
- Operational efficiency



TARGET GROUP

Employees at all levels.
Multi languages in parallel in digital format.



PARTICIPANTS

4-24 per facilitator
Several hundred participants in one session (one facilitator per 24 participants).



MATERIALS

Board-based or digital business simulation.
Available in multiple languages.



TIME

4-12 hours, run in one or multiple sessions.

Key results

Companies using Celemi Apples Oranges benefit by creating a common vision throughout the organization, building a shared baseline understanding of financial concepts, and communicating key messages during times of organizational change.

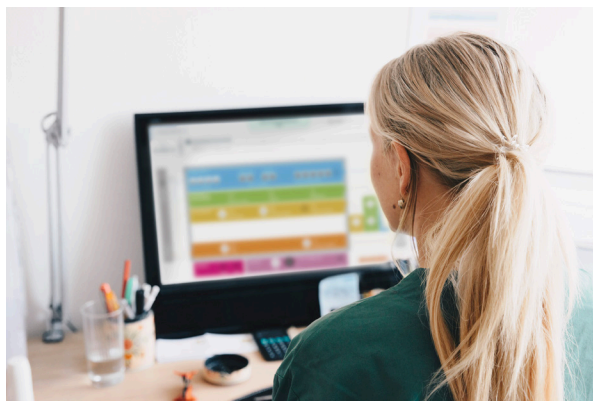
Participants taking part in the program win by understanding how their daily decisions impact the company – strategically as well as financially.

Participants will

- Learn the basic business finance language and the logic of business – “how it works.”
- Understand how their business generates profit today and how it will need to grow profitably in the future.
- *The manufacturing version:* Understand how to optimize working capital and how the use of assets affects profitability and cash flow.
- *The Service version:* Understand how utilization rates impact profit, and why utilization planning is fundamental to a service organization.
- Gain a better idea of the issues that arise when scaling a company for growth.
- See how small changes in operations – such as enhancing the information flow, improving purchase efficiency and engaging people – can significantly change the outcome and improve bottom line results.

Alternative ways of delivering Celemi Apples & Oranges

The two different formats, digital and board-based, are equivalent in terms of learning. In both, participants learn together in teams.



The digital format

Facilitator led – can be delivered either in a virtual classroom or in a physical classroom

- 100 % browser based (no need to download)
- An online app that every participant logs in to (one computer per participant)
- For use on any conference platform with breakout room function
- Team interaction and dialog in breakout rooms



The board-based format

Facilitator led – with physical material in a physical classroom

- Large format simulation board (100x70 cm)
- Face-to-face team interaction and dialog
- Includes the tactile learning element of moving physical coins to imitate the circulation of capital