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COURSE BROCHURE

Advanced Business Unit Leadership and Profit Accountability Course

28 June – 9 July 2027
Milan

Advanced Business Unit Leadership and Profit Accountability Course

Ref: 841_31939 **Date:** 28 June – 9 July 2027 **Location:** Milan **Fees:** 11100 GBP

Business Unit Leadership and Profit Accountability is a 2-week advanced training course for functional managers taking charge of a profit-accountable unit, built around an Integrated Business Unit Plan that each participant drafts and defends. Organisations now promote specialists into roles demanding fluency in strategy, finance, marketing and operations at once, and gaps show quickly in results. Jupiter Prime Training delivers Business Unit Leadership and Profit Accountability as a condensed route to that fluency.

Why Business Unit Leadership and Profit Accountability Matters Now

Three forces push general management skills further down the hierarchy: flatter structures that hand profit responsibility to unit heads, boards that expect every manager to speak the language of cash and return, and customers whose expectations shift faster than annual planning cycles. A manager who reads a balance sheet, frames a competitive position and links process capacity to demand makes trade-offs that hold under scrutiny; one who cannot leaves decisions to others or makes them blind. The course rests on established models such as Porter's Five Forces, the Balanced Scorecard, the marketing mix and discounted cash flow appraisal.

Who Gains Most from Business Unit Leadership and Profit Accountability

- Technical and professional specialists now accountable for a cost centre or business unit budget
- Function heads who must argue for investment against competing internal proposals
- Operations leaders responsible for capacity, quality and service levels across sites
- Commercial managers who shape pricing, channels and customer segments for a product line
- High-potential managers being prepared for business unit succession

Leadership cohorts drawn from several functions of the same organisation gain most, because they leave with a shared vocabulary for strategy, money and customers.

Business Unit Leadership and Profit Accountability Capabilities

Participants move from running one function to weighing the whole business, connecting market position, financial consequence and operating reality in a single line of argument.

- Assess industry structure and competitive position with recognised strategy models — choice of where the unit competes
- Interpret income statements, balance sheets and cash flow statements — conversations with finance partners and boards
- Calculate payback, net present value and break-even for a proposal — investment approval decisions
- Design a segment, targeting and positioning choice with a supporting marketing mix — product and channel owners
- Specify process capacity, bottleneck and quality measures for an operation — service and cost commitments
- Build a people and leadership approach that carries a business plan through — the teams who execute it

Key Business Unit Leadership and Profit Accountability Terms

- Value proposition — the specific benefit a defined customer segment receives, stated in terms that set the offer apart from alternatives.
- Working capital — current assets minus current liabilities; the cash tied up in stock, receivables and payables to run daily operations.
- Net present value — the value today of future cash flows from a proposal, discounted at the organisation's cost of capital.
- Contribution margin — sales revenue minus variable costs, showing how much each unit sold covers fixed costs and profit.
- Balanced Scorecard — a performance framework linking financial, customer, internal process and learning measures to strategy.
- Bottleneck — the process step with the lowest capacity, which limits the output of the whole operation.

Business Unit Leadership and Profit Accountability Day by Day

Day 1: The General Manager's Lens

- Business Model Canvas — How the Unit Creates and Captures Value
- Stakeholder Map of Owners, Customers and Staff — Competing Expectations
- From Functional Expert to General Manager — Shifts in Accountability
- PESTLE Scan — External Forces Shaping the Unit
- Value Chain Analysis — Where Margin Is Made or Lost

Day 2: Competitive Strategy

- Porter's Five Forces — Attractiveness of the Unit's Industry
- Generic Strategies of Cost and Differentiation — Positioning Choice
- Resource-Based View — Capabilities Rivals Find Hard to Copy
- Ansoff Matrix — Growth Through Markets or Products
- SWOT to TOWS Conversion — Strategic Options Worth Testing

Day 3: Reading the Financial Statements

- Income Statement Structure — Revenue, Margin and Operating Profit
- Balance Sheet Logic — Assets, Liabilities and Equity Funding
- Cash Flow Statement — Why Profit and Cash Diverge
- Ratio Analysis of Liquidity and Profitability — Health Checks
- Working Capital Cycle — Cash Tied Up in Stock and Receivables

Day 4: Costing, Budgeting and Investment Appraisal

- Fixed, Variable and Contribution Costing — Pricing and Product Mix
- Break-Even Analysis — Volume Needed Before a Proposal Pays
- Zero-Based and Incremental Budgeting — Resource Allocation Discipline
- Payback, NPV and IRR — Ranking Competing Capital Proposals
- Variance Analysis — Explaining Gaps Between Budget and Actual

Day 5: Marketing and Customer Value

- Segmentation, Targeting and Positioning — Which Customers to Serve
- Marketing Mix of Product, Price, Place and Promotion — Offer Design
- Customer Journey Mapping — Moments That Win or Lose Loyalty
- Pricing Strategies and Price Elasticity — Revenue and Volume Trade-Offs
- Customer Lifetime Value — Where to Invest Acquisition Effort

Day 6: Operations and Process Excellence

- Process Mapping and Capacity Analysis — Locating the Bottleneck
- Lean Waste Categories — Removing Activity Customers Will Not Pay For
- Six Sigma DMAIC Cycle — Reducing Variation in Critical Outputs
- Inventory Models and Supply Reliability — Service Versus Holding Cost
- Make-or-Buy and Outsourcing Analysis — Control Versus Flexibility

Day 7: Leading People and Organisation Design

- Organisation Structure Options — Functional, Divisional and Matrix Trade-Offs
- Situational Leadership Model — Matching Style to Team Readiness
- Delegation and Accountability Charts — Clarity of Decision Rights
- Performance Conversations and Feedback Models — Raising Team Output
- Talent Pipeline and Succession Mapping — Bench Strength for Growth

Day 8: Performance Measurement and Change

- Balanced Scorecard Design — Linking Measures to Strategic Objectives
- Leading and Lagging Indicators — Early Warning on Performance
- Kotter's Eight-Step Change Model — Sequencing a Unit Transformation
- Resistance and Influence Mapping — Securing Sponsor Support
- Operating Rhythm of Reviews and Forums — Sustaining Execution

Day 9: Risk, Ethics and Digital Business

- Enterprise Risk Heat Map — Prioritising Threats to Plan Objectives
- Scenario Planning — Testing the Plan Against Plausible Futures
- Ethical Decision Frameworks — Integrity Under Commercial Pressure
- Digital Business Models and Platforms — New Routes to Revenue
- Data-Informed Decision Dashboards — Evidence for Management Choices

Day 10: Practising the Integrated Business Unit Plan

- Strategic Position Statement From Five Forces and TOWS — Plan Direction
- Three-Year Financial Projection With NPV Test — Plan Viability
- Marketing and Operations Alignment Grid — Delivering the Customer Promise
- Scorecard and Change Roadmap — Tracking and Leading Plan Execution
- Integrated Business Unit Plan Presentation — Board-Style Challenge and Defence

Applying Business Unit Leadership and Profit Accountability After the Course

- Run a contribution margin and working capital review of the unit with the finance partner and agree two cash improvements.
- Lead a Five Forces and TOWS session with direct reports to refresh the unit's competitive position statement.

Business Unit Leadership and Profit Accountability Questions FAQ

What is Business Unit Leadership and Profit Accountability and why does it matter now?

It is the practice of running a unit that answers for its own profit, drawing on strategy, finance, marketing, operations and leadership for working managers. It matters now because flatter organisations hand profit and investment decisions to unit heads who often trained in a technical discipline rather than business.

Which roles gain most from Business Unit Leadership and Profit Accountability?

Specialists newly accountable for budgets gain most. Function heads, operations leaders, commercial managers and succession candidates all benefit when they must argue for resources, read financial results and align teams behind a unit plan.

How does Business Unit Leadership and Profit Accountability differ from a leadership skills course?

It covers the whole business, not only people skills. A leadership course centres on influence and team behaviour, whereas this course adds competitive strategy, financial statements, investment appraisal, marketing and process operations, tied together in one integrated plan.

What do you bring back from Business Unit Leadership and Profit Accountability?

You bring back a business plan for your own unit. It combines a strategic position, a financial projection, a customer and operations design and a scorecard, which you can present to your leadership and refine with your team.

Business Unit Leadership and Profit Accountability: The Way Forward

The Integrated Business Unit Plan first informs the next budget round, where the unit head uses its financial projection and position statement to argue for resources. Finance partners, sponsors and direct reports then use its scorecard to follow progress. After the first quarter of use, the market assumptions behind the strategy deserve a fresh look, because competitor moves and customer shifts change what the numbers mean.