

**Enhancing shareholder wealth:** while the overall aim of all listed firms is to maximise shareholder wealth, specific financial aims in a firm's annual report would not normally make reference to this

- Decrease cash for bonuses
- Increase brand reputation and recognition
- Invest in projects with positive NPV
- Decrease average cost of capital
  - If entity is all-equity financed, raising debt finance will decrease its cost of capital
- Moving profitable operations to low tax regimes

**NOT-FOR-PROFIT (NFP) ENTITIES:** primary objective is provision of an acceptable level of service to key stakeholders; since services provided are limited by available funds, secondary objective is to raise maximum funds and to use such funds efficiently to maximise benefited generated

• **Public sector entities:** ie hospitals, nationalised industry, government; generally run to the benefit of society overall and often regulated; but major problem is obtaining a measurable objective:

- **Budgetary compliance:** usually set by government
- **Risk exposure:** risk averse due to political repercussions of failure
- **Efficiency:** largely absent as a concept in its truest form, but may be used to relate inputs to outputs
- **Cash generation**
- **Value added**
- **Return on Assets (ROA):** interpretation impacted in the public sector as concept of profit is largely absent
- **Market share:** increasingly relevant
- **Competitive position:** increasingly relevant

**Value for money (VFM) / 3Es:** useful means of appraising NFP performance under the umbrella term "cost-effectiveness": the optimal use of resources to achieve the intended outcome

**1. Economy (input measure):** minimise the cost of resources (inputs) used; spend less  
**2. Efficiency (links input to output):** relationship between products (outputs) and resources (inputs) used to produce them; spend well  
**3. Effectiveness (output measure):** relationship between inputs and actual results of public spending (outcomes); spend wisely

...a fourth E is suggested: **4. Equity:** extent to which services reach all people intended; spend fairly

• **VFM audit:** investigating whether arrangements have been made for securing 3Es in use of resources; focuses on specific area of expenditure to conclude if VFM has been achieved

- **Purpose:** independent analysis on the way money has been spent to achieve policy objectives

For-profit entity	Not-for-profit entity
Aim to maximise shareholder wealth	Aim to provide an acceptable level of service to key stakeholders and are concerned with VFM
Aim to satisfy a wide range of stakeholders	Aim to satisfy a wide range of stakeholders
Have financial and profit objectives	Do not have profit orientated objectives, but may have financial objectives

**INTERNATIONAL OPERATIONS:** entities are increasingly expanding across national boundaries in the modern business environment, resulting in some additional considerations:

Strategic considerations of international expansion	Financial considerations of international expansion
<b>Risk management:</b> interest rates, foreign exchange rates, government policy	<b>Maximisation of shareholder wealth:</b> by undertaking positive NPV projects internationally
<b>Competition:</b> foreign markets may have weaker/stronger competition	
<b>Customers:</b> may enhance/women customer relationships by moving closer/ further away; while also exposing the firm to pool of potential new customers	<b>Impact on financial statements:</b> assets/transactions denominated in a foreign currency must be converted to the domestic (functional) currency, thus exposing the entity to translation risk as exchange rates fluctuate
<b>Economies of scale</b>	
<b>Costs:</b> higher distribution costs; possibly lower raw materials and labour costs	
<b>Ethical issues:</b> taking advantage of less developed labour laws	<b>Impact on cost of capital:</b> likely to change to reflect increased associated risk.
<b>Cultural issues:</b> differences in language, customs, and advertising	

**FINANCIAL PERFORMANCE APPRAISAL:** investors (shareholders and lenders) appraise entity performance to assess whether it represents a good investment, necessitating ratio analysis:

- **Gross profit** = Revenue / sales - Cost of goods sold (COGS)
- **Operating profit / Profit before interest and tax (PBIT)** = Gross profit - Operating expenses
- **Profit before tax** = Operating profit - Finance costs (interest payable)
- **Earnings / Net income / Profit after tax (PAT)** = Profit before tax - Tax

**PROFITABILITY RATIOS:** ideal value varies; important to compare over time and between entities

• **Gross profit margin:** % of revenue retained after cost of goods sold (COGS) are deducted

$$\text{Gross profit} = \text{Revenue} - \text{Cost of goods sold (COGS)}$$

$$\text{Gross profit margin} = \frac{\text{Gross profit}}{\text{Revenue}} \times 100\%$$

• **Operating profit margin:** profit after operating expenses (indirect costs such as administration and distribution costs) but before interest (finance costs) and tax are deducted

$$\text{Operating profit} = \text{Gross profit} - \text{Operating expenses} = \text{Profit before interest and tax (PBIT)}$$

$$\text{Operating profit margin} = \frac{\text{Operating profit}}{\text{Revenue}} \times 100\%$$

# Cima Lecture Notes

**John Ruskin**



## **Cima Lecture Notes:**

## **Cima Lecture Notes** Book Review: Unveiling the Power of Words

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