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**Open**

Year	2018	2019	2020
Revenue	100	110	120
Profit	20	25	30
Assets	50	55	60
Liabilities	30	35	40
Equity	20	20	20

**Pie production**

Naturally, Linda and Taylor can't reveal their recipes, but they have provided some details on how the pies are made. Most pies go through a general four-step process: mixing, filling, baking and packaging. Humble Pies makes five different crusts mixed in large batches, and fillings are produced in smaller batches depending on the production schedule. Next, crusts are filled with, well, the filling and placed on trays for

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baking (15 to 25 at a time depending on size). After they've cooled for an hour, pies are decorated, sliced, packaged and labeled and placed on pallets to freeze until shipped. It takes about a week to complete a pie product order and the plant uses just-in-time production methods. The goal is to produce a pie every five seconds.

Since contaminated food would lead to a visit by the Health Department (and possibly shutting down the factory), there are at least three sanitation workers on duty at all times. Generally, there are 3-4 warehouse workers on duty to handle the shipping, receiving and storage of raw materials and finished product. The plant typically runs two shifts per day with two production supervisors assigned to each shift.

For each of the three product lines, the process is virtually the same regardless of the flavors or ingredients. But the processes between the product lines can be very different (e.g., packaging for variety packs takes much longer than for whole pies because workers need to pull different flavor slices and place them on the same tray). Not to mention the packaging varies—some go in boxes while others go in plastic containers, and some package tops and labels take longer to place than others. Humble Pies seldom places its own labels and logo on any of their products. Label designs generally come from the customer, so they vary based on each order.

The plant currently has capacity to do \$1 million in sales per month, but with additional investments in ovens, mixers and workstations (for about \$500,000) it could increase to \$1.5 million. October through December tends to be a higher volume period (with increased demand for holidays like Thanksgiving and New Year's), resulting in Humble Pies getting roughly 60% of its business during that time period. Because of the rush, the plant runs overtime and weekend shifts as needed to get the product to its suppliers. The owners believe the labeling process significantly slows down production time.

**DRAFT FINAL RESEARCH REPORT:  
INSTRUCTIONS FOR AWARDEE**

**OVERVIEW**  
PCORI aims to help people make informed healthcare decisions and to improve healthcare delivery and outcomes. The Final Research Report is one element of PCORI's effort to disseminate the results of PCORI-funded studies to stakeholders across the healthcare community, consistent with PCORI's legislative mandate. Before a Draft Final Research Report (DFRR) is accepted as the Final Research Report and posted on PCORI's website, it undergoes peer review and, if necessary, revision by the awardee.

**PEER REVIEW AND PUBLIC RELEASE OF RESEARCH FINDINGS**  
PCORI requires that a project's DFRR undergo peer review to assess the scientific integrity of the research, whether the evidence and analyses support the conclusions of the report, and the extent to which the study adheres to PCORI's Methodology Standards. In our peer review process, we also ask whether the findings are potentially helpful to patients, clinicians, and others in making better healthcare decisions. This peer review process aims to enhance the quality, credibility, trustworthiness, and usefulness of PCORI-funded research findings for all stakeholders.

Peer reviewers will include methodologists and statisticians, subject matter experts, patients and caregivers, and other stakeholders. Awardees are asked to suggest up to four candidates to serve as peer reviewers; however, our editors may invite different or additional reviewers. PCORI expects peer reviewers to provide unbiased and constructive critiques of the DFRR. When contacting a potential peer reviewer, the editors will instruct the individual to decline the reviewing assignment if he or she identifies a potential conflict of interest.

For the peer review process to work as intended, awardees must comply with PCORI's requirements for study registration, results reporting, and preparation of the report. The report must include all results stemming from the complete performance of the final study protocol.

**Study Registration**  
PCORI awardees are required to register their studies in a publicly available database, usually [ClinicalTrials.gov](https://clinicaltrials.gov) or [ISRCTN](https://isrctn.com), consistent with the project's PCORI funding agreement. The requirements for registering PCORI-funded studies are described in detail in PCORI's [Process for Peer Review of Primary Research and Public Release of Research Findings](#), adopted by the PCORI Board of Governors. Registration, which includes description of elements of the study protocol, should take place as early as possible after PCORI announces the award and before enrolling the first study patient.

**SWOT Analysis of Infosys**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Superb project and services execution</li> <li>• Excellent internal processes</li> <li>• Focused on creating a culture and processes, which are differentiators for the company today</li> <li>• One of the top brands</li> <li>• Impressive list of clientele</li> <li>• Low cost employees</li> <li>• Global R&amp;D facility</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Over reliance on India as delivery geography, has not diversified delivery capability to other offshore locations</li> <li>• Less experienced talent pool for lower costs</li> <li>• Small player in global market</li> <li>• Lower operating margin of other group companies</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Global delivery and process strengths to other global locations apart from India</li> <li>• Many existing contracts coming up for renewal (approx \$100 Billion)</li> <li>• Huge global market</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• High expectations from the investors for growth. Competition begins to undercut their pricing</li> <li>• MNCs have come of age in India and other offshore destinations</li> <li>• Intense International competition</li> </ul>

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## Failures in B2C Companies; Two Examples and Lessons for New Players

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Check out our career path guide here. Do you want to be a world-class financial analyst? Are you looking to follow industry-leading best practices and stand out from the crowd? Next, look at the nature of the product/service being offered by the firm, including the uniqueness of product, level of profit margins, creation of brand loyalty and control of costs. (ROE)Profitability, efficiency, and leverage ratiosPrimary, secondary, and tertiary ratiosDuPont analysisDuPont AnalysisIn the 1920s, the management at DuPont Corporation developed a model called DuPont Analysis for a detailed assessment of the company's profitabilityBy constructing the pyramid of ratios, you will gain an extremely solid understanding of the business and its financial statements.Enroll in our financial analysis course to get started now!More Analysis of Financial StatementsWe hope this guide on the analysis of financial statements has been a valuable resource for you. In this section of financial statement analysis, we will evaluate the operational efficiency of the business. (YoY) change in each line item.In order to perform this exercise, you need to take the value in Period N and divide it by the value in Period N-1 and then subtract 1 from that number to get the percent change.For example, revenue in 2017 was \$4,000, and in 2016, it was \$3,000. With respect to profitability, there are two broad questions to be asked: how profitable are the operations of the firm relative to its assets—independent of how the firm finances those assets—and how profitable is the firm from the perspective of the equity shareholders. 4. 3. While it is arrived at through a percent of revenueTo learn how to perform this analysis step-by-step, please check out our Financial Analysis Fundamentals Course.Horizontal analysisNow it's time to look at a different way to evaluate the income statement. Assess the quality of the firm's financial statements. The image used in this article belongs to Career Employer. as a percent of revenueDepreciationExpenseWhen a long-term asset is purchased, it should be capitalized instead of being expensed in the accounting period it is purchased in. Whether it is called aggressive accounting, earnings management, or outright fraudulent financial reporting, it is important for the financial professional to understand how these types of manipulations are perpetrated and more importantly, how to detect them. Dubos J. By using the pyramid of ratios, we are able to demonstrate how you can determine the profitability, efficiency, and leverage drivers for any business.This is the most advanced section, and we recommend that you watch a demonstration of how professionals perform this analysis.The course includes a hands-on case study and Excel templatesExcel & Financial Model TemplatesDownload free financial model templates - CFI's spreadsheet library includes a 3 statement financial model template, DCF model, debt schedule, depreciation schedule, capital expenditures, interest, budgets, expenses, forecasting, charts, graphs, timetables, valuation, comparable company analysis, more Excel templates that can be used to calculate individual ratios and a pyramid of ratios from any set of financial statements.The key insights to be derived from the pyramid of ratios include:Return on equity ratioReturn on Equity (ROE)Return on Equity (ROE) is a measure of a company's profitability that takes a company's annual return (net income) divided by the value of its total shareholders' equity, and all the insights it tells us about the business.The cash flow statement will help us understand the inflows and outflows of cash over the time period we're looking at.Cash flow statement overviewThe cash flow statement, or statement of cash flow, consists of three components:Cash from operationsFFO - Funds From OperationsFFO or Funds From Operations is a measure of cash flow generated from business operations that is often used by Real Estate Investment Trusts - REITS. 5. Linking the 3 statementsHow the 3 Financial Statements are LinkedHow are the 3 financial statements linked together? Interested in Corporate Finance as a career? When evaluating the income statement, the main point is to properly assess the quality of earnings as a complete representation of the firm's economic performance. We explain how to link the 3 financial statements together for financial modeling and together in Excel is the building block of financial modeling. With horizontal analysis, we look across the income statement at the year-over-yearYoY (Year over Year)YoY stands for Year over Year and is a type of financial analysis used for comparing time series data. Additionally, factors such as supply chain integration, geographic diversification and industry diversification should be considered. We explain how to link the 3 financial statements together for financial modeling andGuide to Financial ModelingFree Financial Modeling GuideThis financial modeling guide covers Excel tips and best practices on assumptions, drivers, forecasting, linking the three statements, DCF analysis, moreHow to be a World-class Financial AnalystThe Analyst Trifecta® GuideThe ultimate guide on how to be a world-class financial analyst. Evaluation of the statement of cash flows helps in understanding the impact of the firm's liquidity position from its operations, investments and financial activities over the period—in essence, where funds came from, where they went, and how the overall liquidity of the firm was affected, as a percent of revenueSelling General & Administrative (SG&ASG&ASG&A includes all non-production expenses incurred by a company in any given period. The YoY change in revenue is equal to \$4,000 / \$3,000 minus one, which equals 33%.To see exactly how to perform this horizontal analysis of financial statements, please enroll in our Financial Analysis Fundamentals Course now!#2 Balance sheet and leverage ratiosLet's move on to the balance sheetBalance SheetThe balance sheet is one of the three fundamental financial statements. While there are many valuation approaches, the most common is a type of discounted cash flow methodology. It includes expenses such as rent, advertising, marketing) as a percent of revenueInterestExpenseInterest expense arises out of a company that finances through debt or capital leases. If you'd like to keep learning with free CFI resources, we highly recommend these additional guides to improve your financial statement analysis:How to Link the 3 Financial StatementsHow the 3 Financial Statements are LinkedHow are the 3 financial statements linked together? This is the step where financial professionals can really add value in the evaluation of the firm and its financial statements. We will take several items on the balance sheet and compare them to the company's capital assets on the balance sheet.The balance sheet metrics can be divided into several categories, including liquidity, leverage, and operational efficiency.The main liquidity ratios for a business are:Quick ratioCurrent ratioNet working capitalNet Working CapitalNet Working Capital (NWC) is the difference between a company's current assets (net of cash) and current liabilities (net of debt) on its balance sheet.The main leverage ratios are:Debt to equityFinanceCFI's Finance Articles are designed as self-study guides to learn important finance concepts online at your own pace. Our process, called The Analyst Trifecta® consists of analytics, presentation & soft skillsinteractive Career Map First, determine a value chain analysis for the industry—the chain of activities involved in the creation, manufacture and distribution of the firm's products and/or services. Identify the industry economic characteristics. These three core statements are. The financial statements are key to both financial modeling and accounting. This requires an understanding of three key areas: The structure of the financial statements The economic characteristics of the industry in which the firm operates and The strategies the firm pursues to differentiate itself from its competitors. It is also important to learn how to disaggregate return measures into primary impact factors. The most common analysis tools are key financial statement ratios relating to liquidity, asset management, profitability, debt management/coverage and risk/market valuation. Review the key financial statements within the context of the relevant accounting standards. This often takes the form of pro-forma financial statements, based on techniques such as the percent of sales approach. In this free guide, we will break down the most important methods, types, and approaches to financial analysis.This guide is designed to be useful for both beginners and advanced finance professionals, with the main topics covering: (1) income statement, (2) balance sheet, (3) cash flow, and (4) rates of return.Image: Example financial analysis template.#1 Income statement analysisMost analysts start their analysis of financial statements with the income statementIncome StatementThe Income Statement is one of a company's core financial statements that shows their profit and loss over a period of time. The profit or. One of the most critical is: "Can we really trust the numbers that are being provided?" There are many reported instances of accounting irregularities. Interest is found in the income statement, but can also as a percent of revenueEarnings Before Tax (EBT) as a percent of revenueTax as a percent of revenueNet earnings Net IncomeNet Income is a key line item, not only in the income statement, but in all three core financial statements. Browse hundreds of articles!Debt to capitalDebt to EBITDAInterest coverageFixed charge coverage ratioThe main operating efficiency ratios are:Inventory turnoverInventory TurnoverInventory turnover, or the inventory turnover ratio, is the number of times a business sells and replaces its stock of goods during a given period.Accounts receivable daysAccounts payable daysTotal asset turnoverAsset TurnoverAsset turnover measures the value of revenue generated by a business relative to its average total assets for a given fiscal year.Net asset turnoverUsing the above financial ratios, we can determine how efficiently a company is generating revenue and how quickly it's selling inventory.Using the financial ratios derived from the balance sheet and comparing them historically versus industry averages or competitors will help you assess the solvency and leverage of a business.In our course on analysis of financial statements, we explore all the above metrics and ratios in great detail.#3 Cash flow statement analysisWith the income statement and balance sheet under our belt, let's look at the cash flow statementCash Flow StatementA cash flow Statement contains information on how much cash a company generated and used during a given period. It's used to calculate the gross profit margin. (Ed. Note: This article has been updated.) For any financial professional, it is important to know how to effectively analyze the financial statements of a firm. Masson, PhD, CTP, FP&A is Clinical Associate Professor of Finance for the Kelley School of Business, Indiana University. The main question should be whether this balance sheet is a complete representation of the firm's economic position. 1. Intuitively, this is usually the first thing we think about with a business... we often ask questions such as, "how much revenue does it have, is it profitable, what are the margins like?"In order to answer these questions, and much more, we will dive into the income statement to get started.There are two main types of analysis we will perform: vertical analysis and horizontal analysis.Vertical analysisWith this method of analysis of financial statements, we will look up and down the income statement (hence, "vertical" analysis) to see how every line item compares to revenue, as a percentage.For example, in the income statement shown below, we have the total dollar amounts and the percentages, which make up the vertical analysis.As you see in the above example, we do a thorough analysis of the income statement by seeing each line item as a proportion of revenueSales RevenueSales revenue is the income received by a company from its sales of goods or the provision of services. In accounting, the terms "sales" and "The key metrics we look at are:Cost of Goods Sold (COGS) as a percent of revenueGross profitGross ProfitGross profit is the direct profit left over after deducting the cost of goods sold, or cost of sales, from sales revenue. Guide to FFOCash used in investingCash from financingEach of these three sections tells us a unique and important part of the company's sources and uses of cash during the time period being evaluated.Many investors consider the cash flow statement the most important indicator of a company's performance and it's hard to imagine that until only recently, companies didn't even have to file a cash flow statement.Today, investors quickly flip to this section to see if the company is actually making money or not and what its funding requirements are.It's important to understand how different ratios can be used to properly assess the operation of an organization from a cash management standpoint.Below is an example of the cash flow statement and its three main components. These cash flows could be in the form of projected dividends, or more detailed techniques such as free cash flows to either the equity holders or on enterprise basis. Techniques such as Porter's Five Forces or analysis of economic attributes are typically used in this step. Funds from operations (FFO) is the actual amount of cash flow generated from core business operations. Although often challenging, financial professionals must make reasonable assumptions about the future of the firm (and its industry) and determine how these assumptions will impact both the cash flows and the funding. Subscribe to FP&A in Focus, the monthly AFP e-newsletter of tips and trends read by more than 33,000 finance professionals worldwide. Download AFP's Guide to Improving Analytics for expert advice and real-world insights on how FP&A professionals can get the most out of analytics to help drive their organizations' strategic decision-making. Prepare forecasted financial statements. To learn more, please see our online coursesExplore All Courses to learn the process step by step.#4 Rates of return and profitability analysisIn this part of our analysis of financial statements, we unlock the drivers of financial performance. Analyze current profitability and risk. 6. Lastly, it is critical to analyze any financial statement ratios in a comparative manner, looking at the current ratios in relation to those from earlier periods or relative to other firms or industry averages. There are generally six steps to developing an effective analysis of financial statements. The main task of an analyst is to perform an extensive analysis of financial statementsThree Financial StatementsThe three financial statements are the income statement, the balance sheet, and the statement of cash flows. The next steps Once the analysis of the firm and its financial statements are completed, there are further questions that must be answered. In examining balance sheet accounts, issues such as recognition, valuation and classification are keys to proper evaluation. Value the firm. It is useful for measuring growth and detecting trends. Other approaches may include using relative valuation or accounting-based measures such as economic value added.

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