




**A tour of our ACCA Advanced
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- Enables sharing of detailed operational data without concerns about revealing confidential information to competitors.
- Provides insights into best-in-class performance across industries.

- Translating insights from one industry to another can be complex.
- Different industries might have different data collection systems, making comparisons difficult.

4.1.4 Strategic Benchmarking:

Description: Focuses on how successful companies compete in the market, aiming to understand their strategies and adapt best practices for your company.

| Advantages | Limitations |
|---|--|
| <ul style="list-style-type: none"> Provides insights into long-term successes. Highlights different ways to achieve competitive advantage. Useful for companies looking to diversify or explore new... | <ul style="list-style-type: none"> Requires in-depth research, which might be resource-intensive. Strategic data can be even more challenging to obtain than operational data. Risk of acquiring a strategy that... |

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8 Stakeholders

9 ESG


10 Integrated Report

11 Environmental Managemen...

12 Budgeting

13 Variance Part one

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Session 2: ESG (Environmental, Social, and Governance)

Introduction:

ESG (Environmental, Social, and Governance) is a business framework that integrates environmental and social considerations within the context of corporate governance. It aims to align an organization's strategy with the needs of all stakeholders and generate value for them, including employees, customers, suppliers, and financiers.

2.1 Environmental Concerns (CARE BMW):

2.1.1. Climate Change:

- KPI:** Reduction in carbon emissions per unit of production (Carbon Emission Intensity).

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- APM Syllabus Recap 4 00:22:46
- APM Syllabus Recap 5 00:27:56
- APM Syllabus Recap 6 00:27:45
- APM Syllabus Recap 7 00:32:29
- APM Syllabus Recap 8 00:44:59
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Q1. FREUCHIE (SEPT/DEC 21)

Exhibit 1 – Company Information

| Company Information |
|---|
| Freuchie Retail (Freuchie) is a family-owned business which sells a range of clothes from a chain of shops across Beeland. Freuchie's mission is 'to deliver returns to shareholders above the average for the retail sector by providing a superior customer experience from the appearance of the stores to the attractive range of clothes which are sold with enthusiasm'. |
| The board feels that performance has been poor compared to other similar retailers in the past five years. As a result, a new chief executive officer (CEO) was appointed a year ago and has spent this time conducting a fundamental review of the business. The review has identified a number of areas for improvement including those associated with performance reporting and management. |

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- APM Syllabus Recap 4 00:22:46
- APM Syllabus Recap 5 00:27:56
- APM Syllabus Recap 6 00:27:45
- APM Syllabus Recap 7 00:32:29
- APM Syllabus Recap 8 00:44:59
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Activity based costing

Steps

Step1: Cost/driver

Step2: Total overhead consumed by each products.

Advantages

- More accurate product costing.
- is flexible enough to analyze costs by activity providing more useful costing data.

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- Introduction to the new APM E...
- APM Syllabus Recap 2 01:11:41
- APM REVISION INTRODUCTION
- APM Syllabus Recap 3 01:01:54
- APM Syllabus Recap 4 00:22:46
- APM Syllabus Recap 5 00:27:56
- APM Syllabus Recap 6 00:27:45
- APM Syllabus Recap 7 00:32:29
- APM Syllabus Recap 8 00:44:59
- Introduction to Block 2 Revision
- Freuchie (Sept/Dec21 Q1)
- Flag Co March/June21 Q1
- Achilly Co
- Arkaig Co
- Flack Co
- GU university Benchmarking
- Daldorn Company
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- GU university Benchmarking

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Q1: GU - Benchmarking

Background:

Ganymede University (GU) is one of the three largest universities in Teeland, which has eight universities in total. All of the universities are in the public sector. GU obtains the vast majority of its revenue through government contracts for academic research and payments per head for teaching students. The economy of Teeland has been in recession in the last year and this has caused the government to cut funding for all the universities in the country.

In order to try to improve efficiency, the chancellor of the university, who leads its executive board, has asked the head administrator to undertake an exercise to benchmark GU's administration departments against the other two large universities in the country, AU and BU. The government education ministry has supported this initiative and has required all three universities to cooperate by supplying information.

The following information has been collected regarding administrative costs for the most recent academic year:

| Department | GU | AU | BU |
|------------|----|----|----|
| | | | |

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Contents:

| | |
|--|-----|
| Introduction to APM Exam | 5 |
| Chapter 1 Strategic Management Accounting..... | 17 |
| Session 1: Strategic Performance Management and Measurement for Planning and Control. | 18 |
| Session 2 Critical Success Factors and Key Performance Indicators..... | 23 |
| Session 3: Performance Tools: SWOT, PEST, BCG, Balanced Scorecard, Porter's Strategies, 5 Forces | 26 |
| Session 4: Benchmarking: Application and Evaluation..... | 40 |
| Session 5: Managing Risk and Uncertainty in Strategic Planning, and Risk Appetites | 43 |
| Chapter 2 Environmental, Social and Governance factors | 47 |
| Session 1: Stakeholders | 48 |
| Session 2: ESG (Environmental, Social, and Governance) | 53 |
| Session 3: Integrated Report | 62 |
| Session 4: Environmental Management Accounting (EMA)..... | 64 |
| Chapter 3 Budgets and Control | 72 |
| Session 1: Budgeting..... | 73 |
| Session 2: Variance Analysis | 79 |
| Session 3: Beyond Budgeting..... | 96 |
| Session 4: Forecasting..... | 100 |
| Chapter 4 Business Structure and Performance Management..... | 102 |
| Session 1: Organisational Forms..... | 103 |
| Session 2: Complex Business Structures..... | 107 |
| Session 3: Services..... | 112 |
| Session 4: Business Integration | 116 |
| Session 5: Business Process Re-engineering (BPR)..... | 124 |
| Chapter 5 Information systems and developments in technology..... | 128 |
| Session 1: Management Accounting Information Systems | 129 |

diversify or explore new markets.

- Risk of copying a strategy that doesn't fit your company's unique strengths or market positioning.

4.2 General Answer Framework for Benchmarking Problems:

1. Identify Differences in Context:

- **Economic Differences:** Different economic conditions of the businesses being benchmarked can skew the comparison.
- **Operational Differences:** Differences in the primary operations or sectors of the businesses can make some comparisons less meaningful.

2. Financial Data Challenges:

41

- **Historical Data Limitations:** Using outdated data for benchmarking can lead to misinformed decisions.
- **Currency Conversion Issues:** If companies operate in different countries, currency conversions can introduce inaccuracies or volatilities that affect the comparison.

3. Strategic Considerations:

- **Financing Methods:** Differences in how companies finance their operations can affect benchmarking results.

