The Institute of Chartered Accountants of India

Set up by an Act of Parliament

Organized By:

Members in Industry and Business Committee

and

Members in Practice Committee

FMCG Xplore

Decoding the FMCG Industry for Chartered Accountants

Integrated 24-Learning Hour Program Brochure

Mode: Online/Virtual

Total Duration: 24 Learning Hours

Flexible Format: 8 Days×3 Hours

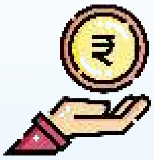
PROGRAMME SNAPSHOT

Particulars	Details
Programme Name	FMCGXplore
Programme Theme	Decoding the FMCG Industry for Chartered Accountants
Programme Format	Integrated sector-focused programme
Total Duration	24 learning hours
Delivery Mode	Online / Virtual, live instructor-led sessions
Delivery Flexibility	8 days × 3 hours each
Target Participants	Chartered Accountants in industry and practice, members handling FMCG clients, internal auditors, consultants, CFO office professionals, finance team members and non members interested in FMCG sector opportunities
Programme Focus	FMCG business model, consumption economics, distribution, channel finance, sales schemes, manufacturing, sourcing, working capital, financial reporting, costing, controls, GST, taxation, audit, assurance, analytics, advisory, ESG, career and practice opportunities
Core Objective	To build practical domain understanding of the FMCG sector for Chartered Accountants in India, enabling them to contribute meaningfully in industry roles, audits, advisory, taxation, internal controls, risk management, business finance, commercial finance and consultancy services

Detailed Programme Structure

8 MODULES OF 3 HOURS EACH

Module No.	MODULE TITLE	Core Objective	Key Coverage
Day 01	**FMCG Sector Landscape and Indian Consumption Economy**	To provide a clear understanding of FMCG as a consumption-led, high-volume and brand-driven sector in India.	FMCG as a consumption-led driver of the Indian economy; essentials versus discretionary consumption; staples, packaged food, personal care, home care, beverages and emerging categories; rural versus urban consumption; premiumisation versus mass consumption; role of regional brands, national brands and D2C players; India versus global consumption patterns; market concentration and fragmentation; changing consumer preferences including health, convenience, affordability and digital discovery.
Day 02	**FMCG Business Model, Distribution and Channel Economics**	To explain how FMCG businesses make money, scale rapidly and build competitive strength through distribution and channel execution.	FMCG business model and revenue engine; high-volume and low-margin economics; general trade, modern trade, e-commerce, quick commerce and institutional channels; 3-tier and 4-tier distribution models; CFA, super stockist, distributor, wholesaler and retailer ecosystem; distributor margins and credit cycles; primary sales versus secondary sales; channel financing; rural distribution models; last-mile delivery economics; sales force productivity; route-to-market design; push versus pull strategy.
Day 03	**Manufacturing, Sourcing, Supply Chain and Inventory Dynamics**	To develop an end-to-end understanding of the FMCG operating model from sourcing to production, warehousing and last-mile availability.	Own manufacturing, contract manufacturing and third-party manufacturing; vendor ecosystem and procurement strategy; commodity exposure such as edible oils, agri-inputs, packaging material, crude-linked derivatives and imported inputs; localisation versus import dependency; production planning; packaging and SKU complexity; warehousing and logistics; shelf-life-sensitive inventory; stock freshness; fill rates; stock-outs; returns; damages; expiry and obsolescence; supply chain disruptions; cold chain relevance for selected FMCG categories.

Day 04	**Branding, Pricing, Trade Schemes and Go-to-Market Strategy** 	To explain how pricing, schemes, branding and go-to-market decisions shape FMCG revenue, margins and market share.	Price-point strategy such as D5, D10 and low-unit packs; sachetisation; pack-size economics; consumer promotions; trade promotions; primary and secondary schemes; volume discounts; rebates; visibility schemes; modern trade listing fees and display charges; advertising and sales promotion; ATL, BTL and digital marketing spends; influencer-led and digital-first brand building; brand equity and consumer loyalty; D2C and omnichannel strategies; quick commerce and platform-led consumer access.
Day 05	**Financial Reporting, Costing, Margin and Working Capital Management in FMCG** 	To enable participants to interpret FMCG financial statements with sector-specific understanding.	Revenue recognition under Ind AS 115; accounting for trade discounts, rebates, incentives, volume schemes and retrospective adjustments; primary sales versus secondary sales; channel stuffing risk; sales returns and credit notes; gross margin and contribution margin; SKU-level profitability; product category profitability; cost of goods sold; logistics and distribution costs; advertising and promotion costs; inventory ageing; working capital cycle; receivable management across channels; cash conversion cycle; budgeting, rolling forecasts and demand-driven financial planning.
Day 06	**Internal Controls, Risk Management, GST and Taxation Issues in FMCG** 	To provide practical understanding of FMCG-specific controls, risks, GST and taxation challenges.	Controls over sales schemes and discount approvals; distributor reconciliations; claims settlement; credit notes; sales returns; inventory pilferage and shrinkage; controls over warehouses, depots and third-party locations; vendor controls; contract manufacturing controls; ERP and sales system controls; SAP SD controls and manual gaps; operational risks, commodity price risks, supply chain disruptions, fraud risks, fake billing, circular trading, channel stuffing and brand risks; GST on promotional schemes, free samples, discounts and valuation; input tax credit issues; e-way bills and logistics compliance; transfer pricing for brand royalty and inter-company transactions; customs and import pricing.

Day 07	**FMCG Audit, Assurance, Revenue Assurance and Due Diligence Focus Areas**	To equip participants with a practical audit and assurance perspective for FMCG companies and distribution-led businesses.	Risk-based audit approach for FMCG; linking business risks with audit procedures; key audit matters; revenue cut-off; trade schemes provisioning; sales returns and credit notes; channel stuffing; distributor confirmations; inventory valuation; stock ageing; slow-moving, expired and damaged goods; third-party warehouse verification; contract manufacturing audit; logistics and freight audit; advertising and promotion spends; modern trade and e-commerce reconciliations; distributor and channel audit; fraud detection in distribution chain; revenue assurance; due diligence of FMCG companies, D2C brands, distributors and contract manufacturers.
Day 08	**FMCG Analytics, Advisory Opportunities, ESG, Career Pathways and Practice Development**	To help participants identify professional opportunities and develop a roadmap for career or practice growth in FMCG.	FMCG analytics and dashboards; sales velocity, numeric distribution, weighted distribution, fill rates, inventory days, SKU profitability, ROMI and contribution margin dashboards; Power BI and data analytics use cases; working capital optimisation; cost reduction; supply chain restructuring; pricing and margin advisory; SOP development; distributor control framework; D2C business advisory; market entry advisory; valuation of brands and consumer businesses; ESG in FMCG including plastic waste compliance, packaging sustainability, carbon footprint, water usage and responsible sourcing; career roles in business finance, controllership, commercial finance, FP&A, internal audit, revenue assurance, taxation and CFO office; building an FMCG-focused niche practice.

Key Learning OUTCOMES

S.No.	LEARNING OUTCOME
01	Understand the structure, segments, operating model and economic engine of the Indian FMCG industry.
02	Decode the FMCG value chain from sourcing and manufacturing to distribution, retail, modern trade, e-commerce, quick commerce and consumer engagement.
03	Appreciate how consumption patterns, price points, rural-urban demand, brand investments, trade schemes and distribution strength influence business performance.
04	Understand key financial reporting, revenue recognition, trade scheme accounting, inventory, costing, margin analysis and working capital issues relevant to FMCG companies.
05	Identify FMCG-specific internal control, fraud risk, channel risk, inventory risk, GST and taxation issues.
06	Recognise audit, assurance, analytics, business finance and advisory opportunities for Chartered Accountants in the FMCG sector.
07	Build sectoral vocabulary and confidence for roles in industry, practice, internal audit, consulting, finance, commercial finance, FP&A and strategic advisory.
08	Develop a roadmap for deeper specialisation or niche practice development in FMCG, retail, distribution, D2C and consumer businesses.

Building FMCG EXPERTISE

Market & Consumer Dynamics

- Master FMCG economic logic, market structure, and consumer behavior.
- Read FMCG numbers as strategic business partners.

Commercial & Financial Performance

- Analyze sales, revenue, channel margins, receivables, and working capital.
- Evaluate brand investment, marketing ROI, and pricing strategies.

Operations & Cost Analysis

- Master FMCG economic logic, market structure, and consumer behavior.
- Read FMCG numbers as strategic business partners.

Risk, Audit, & Governance

- Identify control expectations, fraud indicators, tax issues, and risk areas.
- Employ sector-specific audit and due diligence focus areas.

The Advisory Shift

Empowering a move from compliance to analytics-led advisory, business finance, and industry leadership.Place it separately.

Registration Information

Programme	FMCGXplore - Integrated 24-Hour Online Programme		
Mode	Online / Virtual, live instructor-led sessions		
Days	8 Days	5, 12, 19, 26: September, 2026	
		3, 10, 24, 31: October, 2026	
Total Learning Hours	24 Hours		
Eligibility	ICAI members (Industry and Practice) & Non-Members		
Fee	₹1000 + applicable GST For Members	₹5000 + applicable GST for Non-Members	
CPE	Non-CPE Event		

Scan to Register for Member

Scan to Register for Non-Member

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CONTACT DETAILS

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