

Beyond Budgeting

Service Portfolio

A Menu of Services within our Beyond Budgeting and Better Management practice

Our current consulting focus is on helping organizations to implement the Beyond Budgeting model. For this, we offer a series of different services.



- **One-day workshops.** Some organizations start with a series of one-day workshops that engage key people in the ideas of Beyond Budgeting. Sometimes the project is called "Finance for the Future" or a "Vision for Finance" - terms that are perhaps less threatening than "Beyond Budgeting" - even though the outcomes are similar.
- **Two- or three-day Workshops.** The one-day workshops can be followed by more in-depth workshops that engage key managers in the process of preparing the case for change, vision statement, and road map. These are usually supported by the use of the Beyond Budgeting Diagnostic that can provide a view of the need for change from a wide range of managers across the organization.
- **Change Program Design.** In the initial phase of your change management or Beyond Budgeting initiative, we assist you in developing the foundations and landmarks of the program. This process usually extends over a couple of weeks and includes agreeing a vision and road map that is specific to every client. We also advise you about how to overcome implementation barriers right from the beginning, by briefly analyzing the client organization, processes and members. The Change Program Design service might be extended through regular project reviews throughout the implementation phase.
- **Consultant to the Consultants.** We work as a member of your team that guides the project as it develops and ensures that the right consultants are appointed and they deliver on their commitments. The success of Beyond Budgeting rests on how well real companies implement its concepts and principles. We cannot stress enough that the model is indivisible. In other words, it is not just a matter of cherry picking the elements that you think might plug the holes in your current model. It is the coherence that matters. This is why having us working with you is so important. Most change management programs end in tears. We don't intend this to happen with Beyond Budgeting!

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About Niels Pflaeging:

MetaManagement Group & BBRT



- Niels Pflaeging holds a Master of Economics and Business Administration
- Stations of his career: Xerox Argentina S.A./Buenos Aires, Boehringer Ingelheim do Brasil S.A./São Paulo, and ThyssenKrupp Automotive Systems do Brasil in São Paulo.
- He is president of MetaManagement Group, a management consulting firm serving clients in Europe and South America.
- Since 2002, Niels represents the Beyond Budgeting Round Table (BBRT) in South America. He is currently initiating the foundation of the BBRT for Brazil and South America.
- He wrote several articles for specialized media and speaks frequently on seminars and congresses. His book "Beyond Budgeting, Better Budgeting" was published at Haufe Verlag/Germany, in October 2003. Another book on management and leadership, to be published early in 2005, is currently under way.

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- **Process Implementation Support.** We advice and support organizations in developing, re-designing or reformulating specific management processes. Typical issues might include:
 - the implementation of rolling forecasting processes (typically dysfunctional or absent in organizations);
 - the review of balanced scorecard and strategy formulation processes and measures;
 - development, design and prototyping of activity-based or value-based management processes;
 - reporting and performance measurement system streamlining and redesign;
 - support with performance benchmarking, relative target setting and key performance indicator definition;
 - collaboration in the design of incentive and compensation systems;
 - the substitution of performance appraisals and human resource management process streamlining;
 - design and implementation of management control systems;
 - and so on.

For these services, we will often work in conjunction with our consulting partners.

- **Change Process & Project Auditing.** Accompanying the client's change process, we review change management progress and the coherence of results. This might happen on a pre-scheduled or an as-needed bases. By creating a change management feedback loop throughout the implementation, our reviews increase impact of the implemented program and indicate execution problems *before* the program turns sour.

Concept of work:

Our several years of gathering knowledge and experience on management change, process improvement, and the Beyond Budgeting model is invaluable in our services to client organizations. We are able to help clients **find the right pathway forward** by facilitating in-house workshops and ensuring that the vision for the new management model, processes and tools represents a viable and coherent alternative to the traditional management model. You will find our advice open, honest and uncompromising. That does not mean that it is inflexible. It means that we will make every effort to understand your business and enable you to find the right way forward while staying within the principles-based guidelines of the Beyond Budgeting model and the principles of Better Management.

We can also help you to prepare and present the **case for change** to senior decision-makers. this means thinking through every part of the new model and how it will be introduced into the organization. It also means spreading the right messages inside the organization including holding 'awareness' workshops where appropriate.



Success factors of our consulting work:

In order to attain maximum impact at the client organization, we follow a set of rules. These are some of the factors that make us different.

- (1) **"Practice what you preach"-approach.** We make empowerment happen, in every sense of the word. E.g., instead of only involving client personnel in our projects, we in fact make them leaders and implementers
- (2) **Total transfer of know-how** to client personnel
- (3) **Totally market-orientated solutions.** Inward-looking processes are our enemy
- (4) **Truly customized solutions.** Instead of a "one-size-fits-all"-approach
- (5) **Total Implementation Guarantee** for the developed measures and programs, through: shared action planning, continuous conceptual counseling, implementation monitoring and auditing
- (6) **Stringent project controlling** and Total Project Transparency policy. Our evolutionary project management approach reduces implementation risk drastically and provides continuous oversight over progress and results both to board and project teams

MetaManagement Group & BBRT:

Niels Pflaeging is leader of the Beyond Budgeting Round Table (BBRT) for South America. We represent the concepts, the solutions, and the research of the founding body of this innovative management model.