

SIMPLIFYING MANAGEMENT OF COMPLEX CHALLENGES

Introducing our Company and our Management Tool



- > Corporate Strategy Implementation page 10
- > Balanced Scorecard Based Management page 12
- > Project Portfolio Management page 14
- > Complex Project Coordination page 16
- > Business Process Management page 18

The increasing complexity of business management brings new challenges in coordinating and monitoring actions directed toward the success of companies.

The situation is exacerbated by a very dynamic business environment whose constant transformations represent huge challenges; the purchase of a competing operation, the entrance into a new market segment, or changes in the macroeconomic environment requires managerial flexibility, effectiveness, and efficiency.

Potential managerial challenges may arise such as:

- Organizational structures and processes may not favor horizontal planning
- Inherent complexities within large organizations may create limits to taking effective action
- Integration and synergy between departments and/or geographical regions may be insufficient
- Monitoring activities at a more aggregate level may be problematic
- Processes and systems may not be flexible to change

As a consequence, tools and processes are frequently poorly implemented or even abandoned. The result may be a decrease in the willingness to adhere to the decisions made by organizational leaders, a lack of integration between departments and their actions, and a loss of synergy.

In the end, business models can lose credibility resulting in frustrated teams failing to meet objectives.

SO, THE QUESTION IS: HOW DOES ONE ESTABLISH EFFECTIVE MANAGEMENT?



BERNERS CONSULTING IN BRIEF

We are a management consulting company with four areas of expertise:

- Strategy and Operations Consulting – helping clients achieve their business objectives
- Management Support – lending operational support to complex managerial issues
- International Bridging Services – facilitating international business for clients
- Intercultural Coaching – helping clients maximize the potential of their intercultural teams



This brochure outlines solutions developed through our Strategy and Operations, and Management Support experience.

We have offices in Brazil, Germany and China and a growing presence in the US – with plans to open an office shortly

KEY FACTOR:
EFFECTIVE
COMMUNICATION >>

> SIMPLE

> DIRECT

> CLEAR

> FLEXIBLE



THE BERNERS CONSULTING ADVANTAGE

With significant management consulting experience in addition to robust knowledge in operations and project implementation, our solutions and recommendations are developed based on the reality of each client's business.

Actively participating in our clients' effective project implementation is what we do every day. Our greatest ambition is to guarantee that our clients overcome their challenges and meet their objectives.

Our unique MANAGEMENT SYSTEM is available to our clients

Our management support services include the use of a proprietary communications tool. The end goal is to facilitate communication between work teams and different hierarchical levels both in terms of reporting up the chain of command as well as sending directions down the chain. To achieve this, the operational-level interfaces for management activities – a project, for example – are configured in MS Excel.

Our system is unique in terms of its ability to manage complex spreadsheets, easily administering hundreds of data inputs and outputs. Combining the simplicity and flexibility of MS Excel with the strength and capacity of a SQL database, our system is simple and intuitive.

THE SYSTEM IS EASY TO USE AND REQUIRES NO PRIOR TRAINING

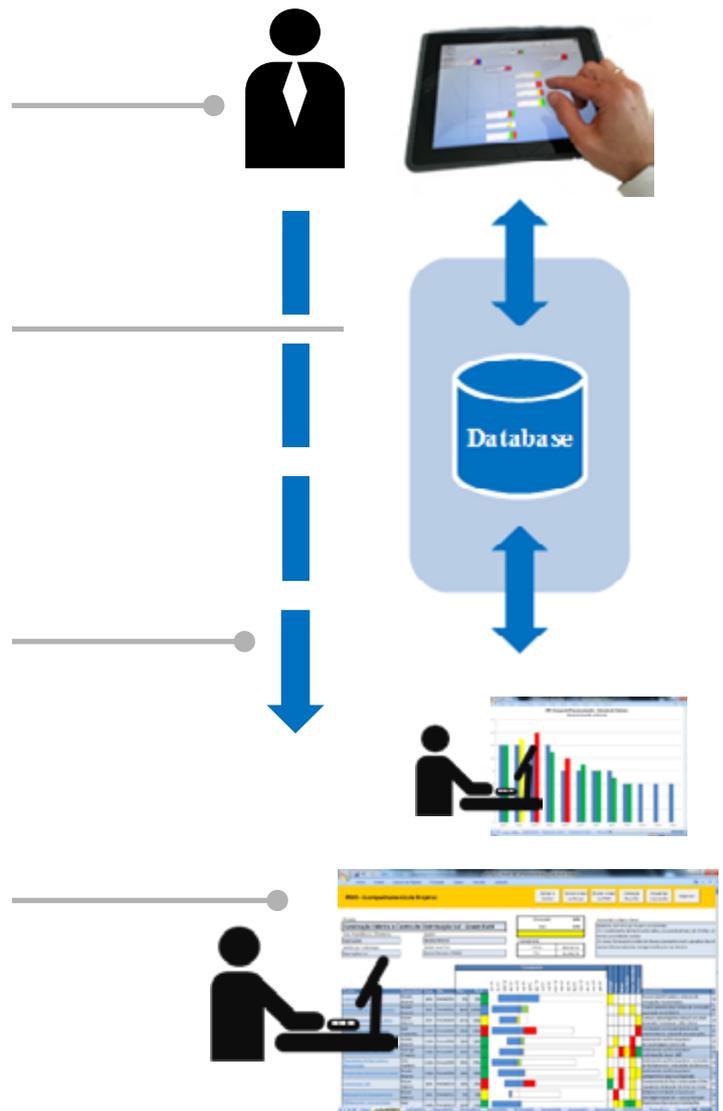
SYSTEM FUNCTION

Executives have easy access to the most relevant information, facts, and data. All of which can be accessed on an iPad or computer.

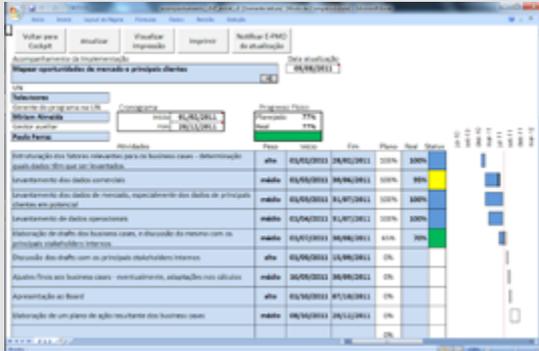
All management information is stored in a central database. The system manages the information and data and works with the user through MS Excel, the iPad, and other formats required by the client. The database can be installed on the client's server or on the Berners Consulting server.

Depending on client preferences, instructions can be sent through the system to managers and operational teams directly from the hands of the executive. This facilitates and streamlines communication between all levels of the organization.

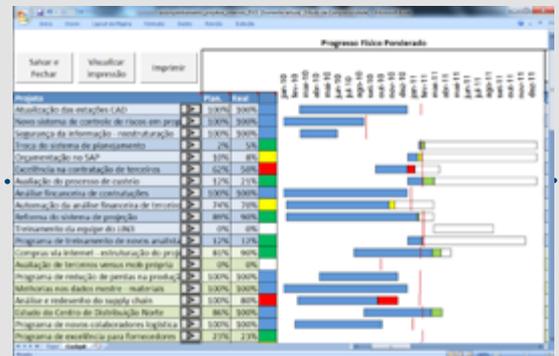
Both managers and those working at the operational level have easy access to the information and can input data and information into the system. Utilizing a number of preformatted MS Excel worksheets, the system is extremely user-friendly and requires no training.



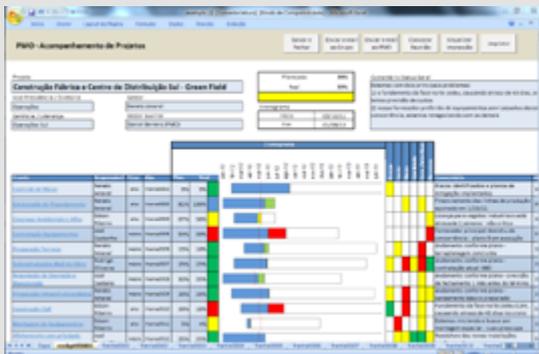
Teams work on Excel spreadsheets managed systematically...



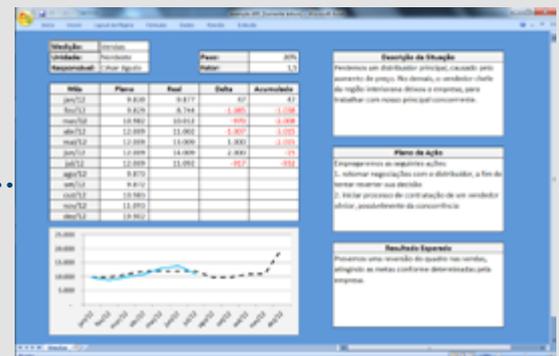
Strategic Actions



Project Portfolios



Complex Projects



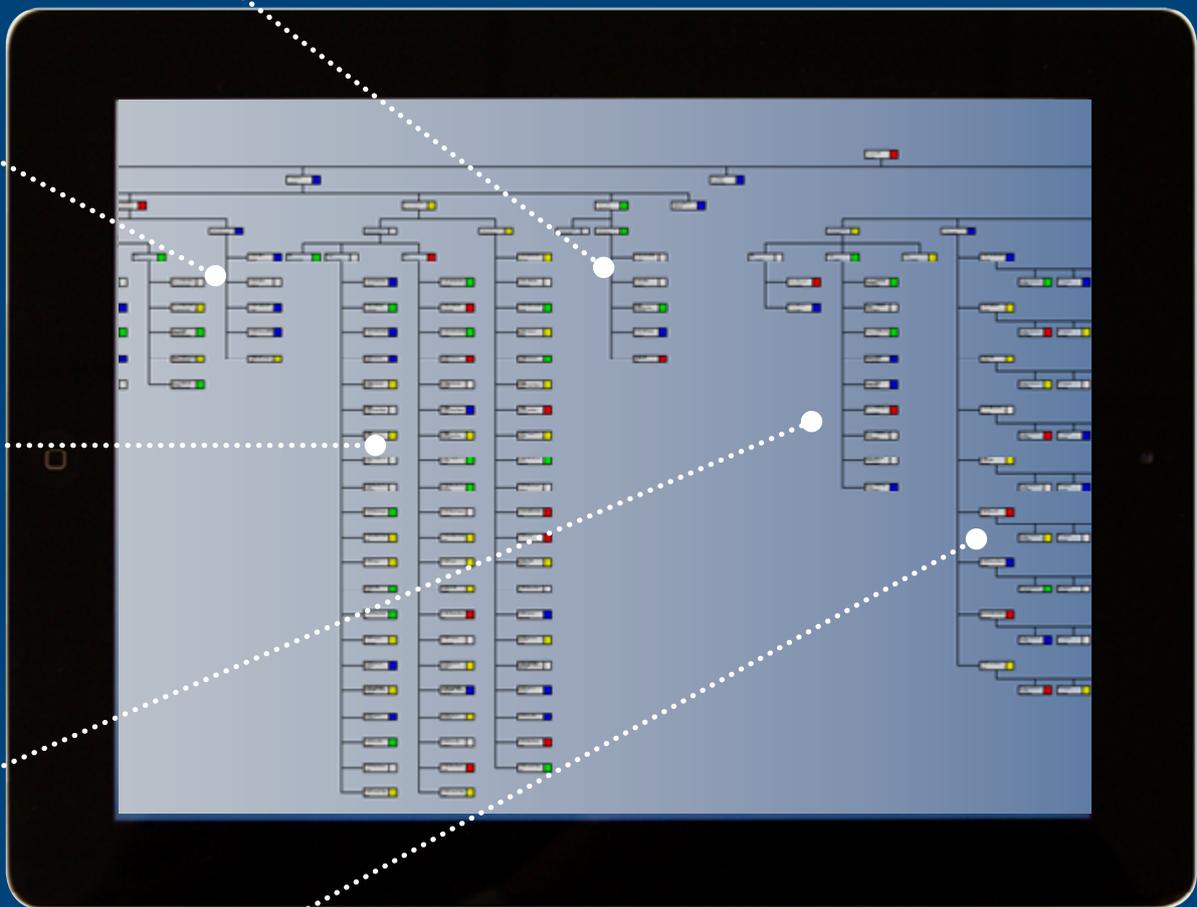
Balanced Scorecard KPIs



Process KPIs

... that feed into an interactive executive/managerial dashboard

“Macro” view of items monitored by an executive



Available for iPad, PC , and online

Corporate Strategy Implementation

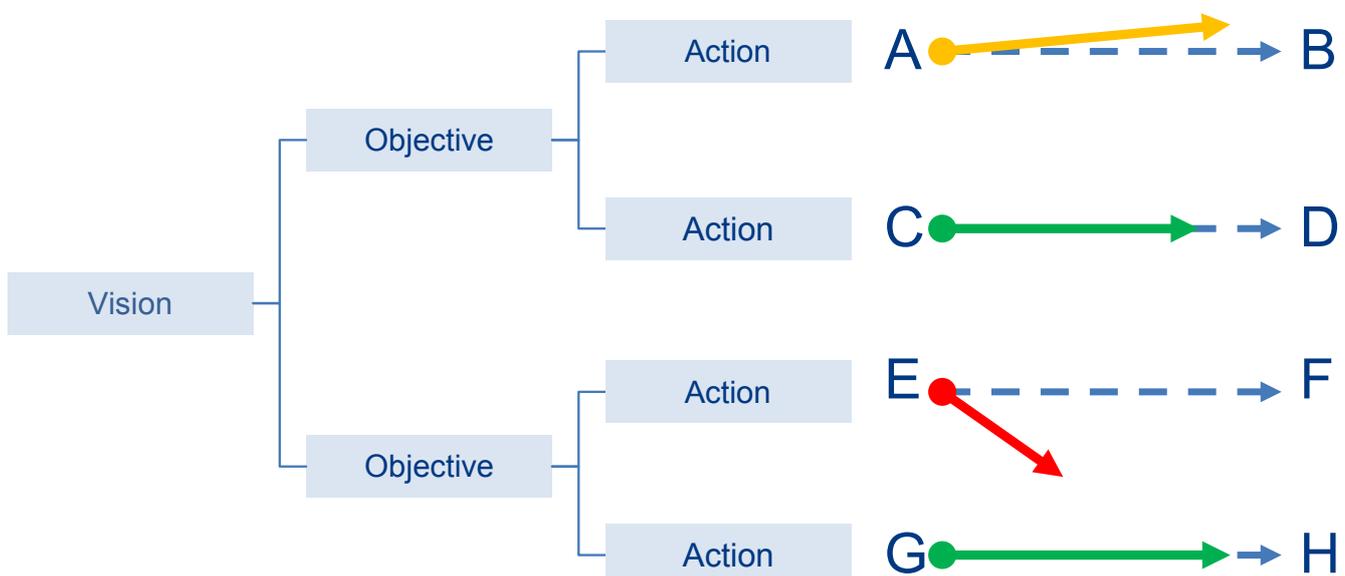
Creating an effective corporate strategy brings with it a number of complex challenges. For example, a multifaceted business analysis, with its respective interdependencies, requires considering multiple factors, both external and internal. The same applies to generating effective actions to implement the strategy.

However, the greatest challenges frequently begin only after establishing the list of necessary actions. The question arises as to how one effectively puts the necessary actions into practice. To what degree should the actions of different departments be monitored and at what level? How does one monitor projects over the long term without losing sight of overall objectives?

ADVANTAGES OF OUR STRATEGY MONITORING METHODOLOGY

- Our teams are trained to conduct non-invasive monitoring together with our clients' teams – we are discrete, while maintaining a high degree of persistence
- Based on our experience, monitoring with an external team results in a higher degree of acceptance by those working on our clients' teams
- We have our own proven proprietary tool that allows both senior management and executive teams to view the performance of strategic actions as well as the progress with each objective
- Our clients see our methodology as effective and discrete, requiring no training and/or installation of cumbersome systems

KEY QUESTIONS: ON TRACK? ON TIME?



OUR METHODOLOGY

Our corporate strategy implementation methodology follows three steps:

1. Determine which actionable tasks should be implemented

- Develop and/or map out a strategy – define the goals of the organization and the objectives in each department that need to be pursued
- Define the tasks that need to be monitored – develop action plans together with actionable tasks, and determine who will be responsible for their completion and by when

2. Set up a structure for monitoring

- Determine the monitoring process – how the action plans will be monitored and with what frequency and format
- Implement the monitoring system – install a database containing all the necessary information related to the action plans

3. Continuous monthly monitoring

- Report progress – monitor every month the progress of the action plans, and report to upper-level management and executives
- Take action – based on the performance of the implementation of every action plan that may require further monitoring

EACH TEAM LEADER REPORTS ON THE STATUS OF HIS/HER PROJECTS DIRECTLY – AND IS RESPONSIBLE FOR THEM



“Zoom” view of a number of projects being monitored by an executive

Balanced Scorecard Based Management

The Balanced Scorecard (BSC) is a powerful management tool when used correctly.

Defining each Key Performance Indicator (KPI) is fundamental for a well-functioning BSC. The changes in KPIs over time must reliably show whether or not the organization is on the right path in the pursuit of its business objectives.

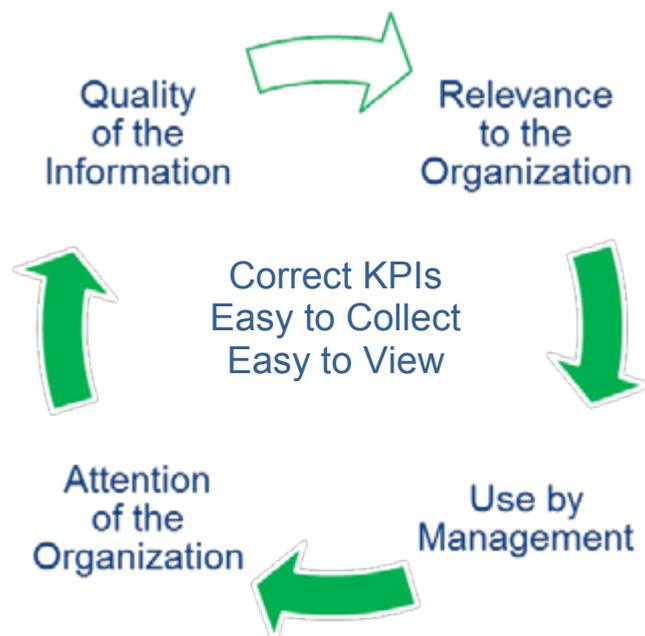
Equally important, the monitoring of each KPI must be effective. Information must be easy to collect without affecting an organization's daily routine. It must clearly represent the operational reality of the organization. The report must be reliable to guarantee that senior management uses it, and that it also receives the necessary attention by the organization as a whole.

In the end, concrete steps must be based on KPI performance, which, in turn, lends credibility to the concept of the Balanced Scorecard within the organization.

ADVANTAGES OF OUR BALANCED SCORECARD METHODOLOGY

- We concentrate on identifying the KPIs that are the most strategically relevant and that lead to a competitive advantage
- Our tool provides a focus on KPIs during day-to-day business, creating a positive “state of alert” at all levels of the organization
- The deployment of the KPIs from the strategic to the operational level – utilizing our tool – helps address issues quickly
- Our tool makes it easy to capture and view each KPI

KEY FACTORS OF AN EFFECTIVE BALANCED SCORECARD



OUR METHODOLOGY

Our Balanced Scorecard methodology consists of three steps:

1. Define the KPIs

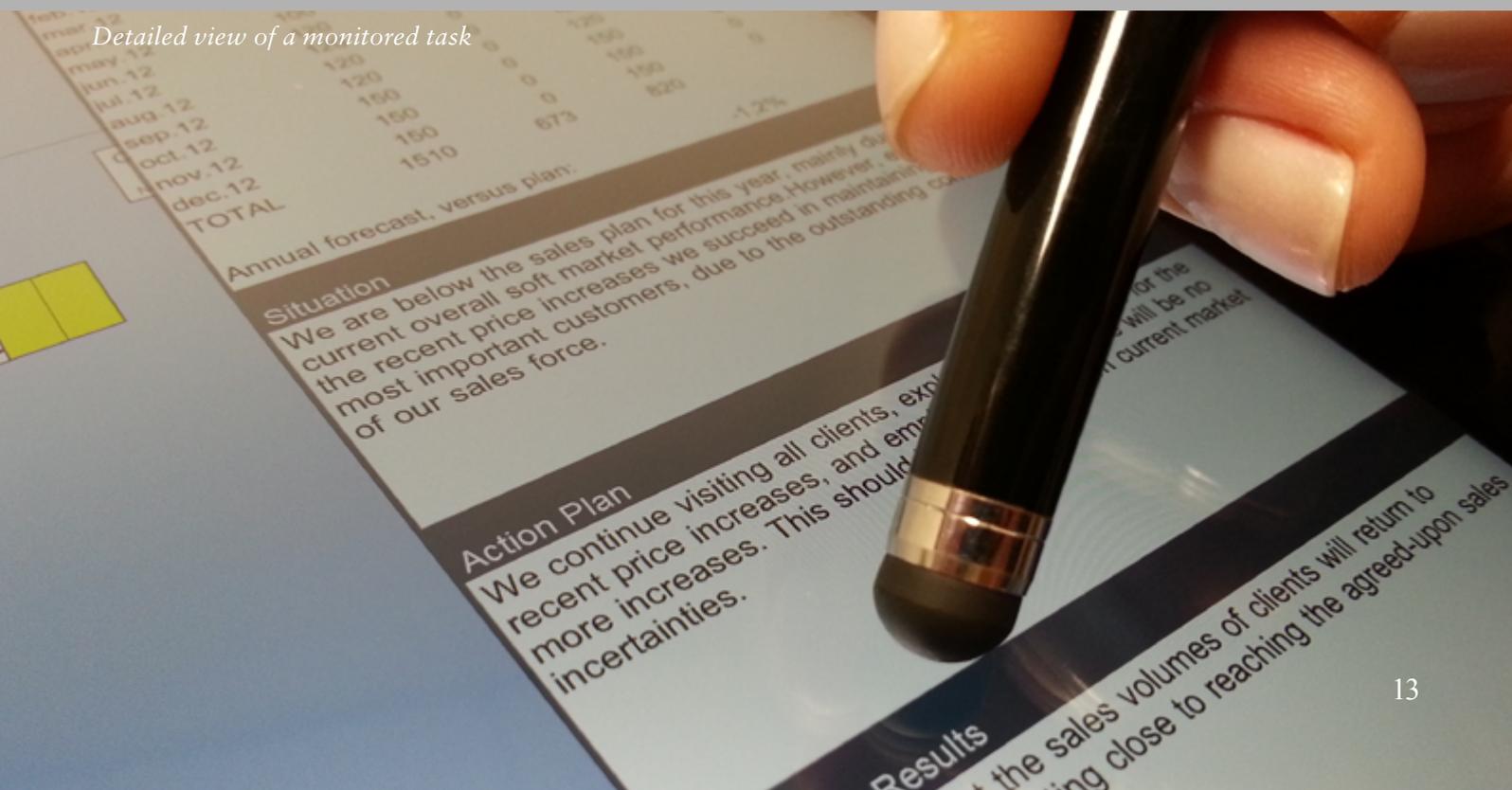
- Develop and/or map the strategy – understand the long-term goals and their relevance to the organization's overall vision
- Determine the resulting objectives – the existing levers in the value chain and, specifically, what should be achieved by each part of the organization
- Define the corresponding KPIs – the measurements that best reflect the development of the organization and the direction of its objectives

2. Set up a structure for monitoring

- Determine the reporting process – how the KPI data will be collected each month, the concrete calculations, and who will be responsible for the calculations
- Implement a reporting system – install a database containing all information related to each KPI

3. Continuous monthly monitoring

- KPI reports – those responsible calculate the KPIs and report them within the monitoring tool
- Take action – based on KPI performance, management committees make decisions on which actions to take
- Monitor the actions – the actions taken must be monitored to guarantee their effective execution. The result of those actions should be a visible improvement in the relevant KPIs



Detailed view of a monitored task

Project Portfolio Management

The effective management of a large number of projects in different departments and in various functions represents a considerable challenge for large organizations.

Selecting and prioritizing projects to support the larger objectives of the organization productively while facing issues of limited resources requires a clear structure and preparation.

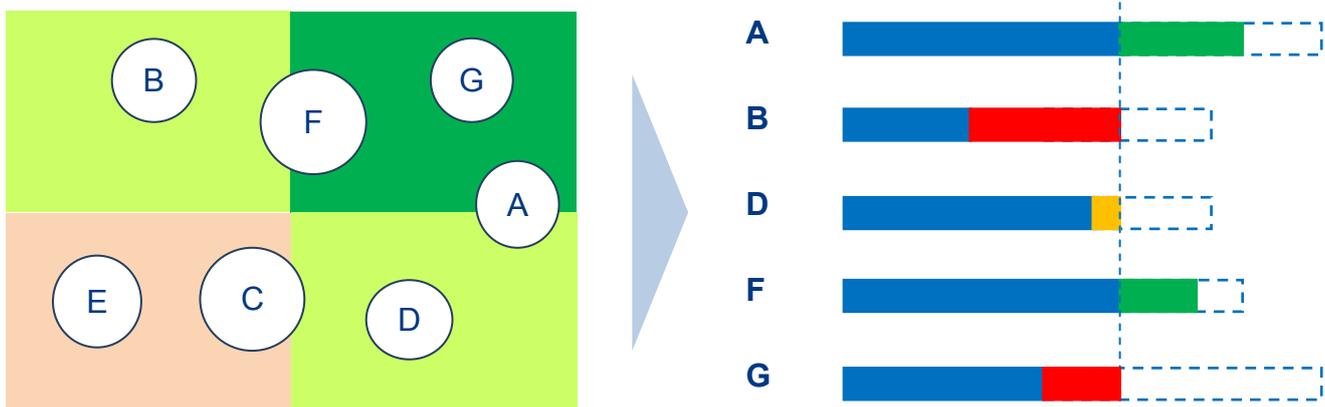
The execution phase of such projects necessitates effective planning and monitoring. A high degree of transparency makes it easier to take corrective action when quality or deadline issues arise.

Finally, during the actual execution phase, additional projects may appear. These projects must go through a formal prioritizing process that considers pre-established criteria as well as resource constraints.

ADVANTAGES OF OUR PORTFOLIO MANAGEMENT METHODOLOGY

- We employ a robust methodology designed to effectively prioritize and monitor complex project portfolios
- Our team of consultants has extensive experience assisting companies in managing large project portfolios
- Our monitoring tool provides the necessary transparency related to progress of the portfolios as a whole and allows users to adapt to any changes quickly and easily
- Our tool is extremely easy for those working at the operational level; it requires no training, special software, or time investment

PRIORITIZATION AND PORTFOLIO MONITORING



Complex Project Coordination

In many cases, complex or large projects develop their own management dynamic. The key is to have a robust structure that defines work tasks, deadlines, and those responsible for every project. Commitment from each member of the team is essential for everything to run smoothly.

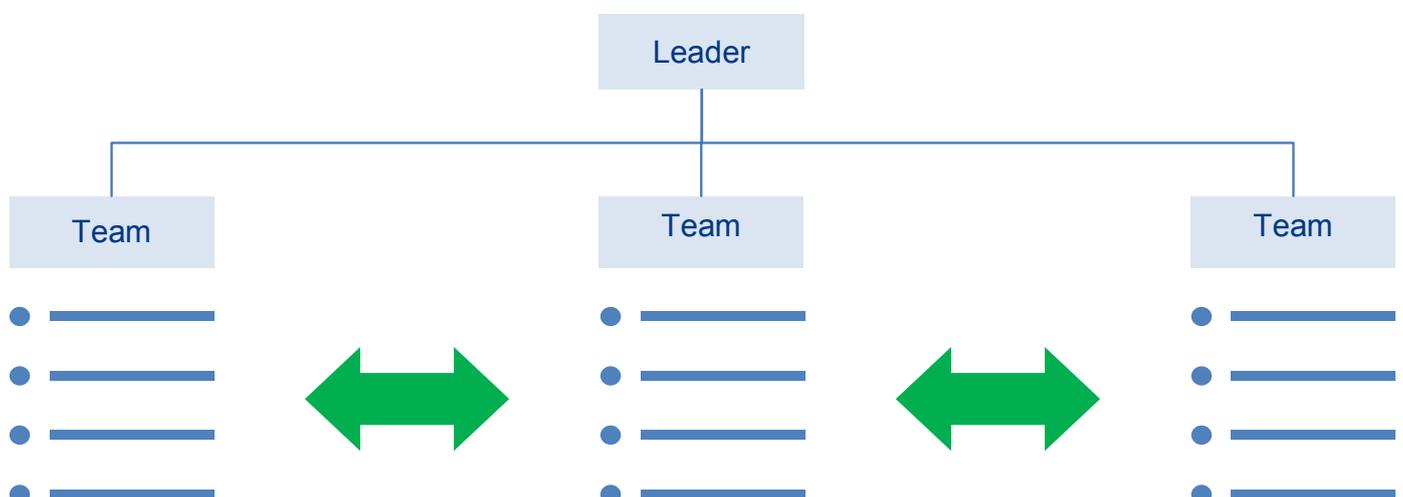
The challenge, in many cases, comes from the less tangible aspects of collaboration and efficient communication. How does one guarantee that team members know what they need to do to complete their respective tasks while, at the same time, knowing what the other team members need to complete their tasks?

Successfully managing a project or portfolio means successfully managing information. The status and obstacles for each area must be clear to all team members

ADVANTAGES OF OUR PROJECT COORDINATION METHODOLOGY

- The numerous project tasks are structured in a collaborative environment, guaranteeing that all relevant aspects of each area are considered
- Our continuous monitoring maintains the attention level of all team members so that each project task is completed on time and with a high degree of quality
- Our transparent management monitoring tool tracks the pace of the project as a whole, as well as that of each task, thus identifying issues and interdependencies
- Our tool is extremely easy to use for those working at the operational level; it requires no training, special software, or time investment

KEY FACTOR: TEAM INTERCOMMUNICATION



OUR METHODOLOGY

Our project coordination methodology consists of 3 steps:

1. Structure the project and plan its execution

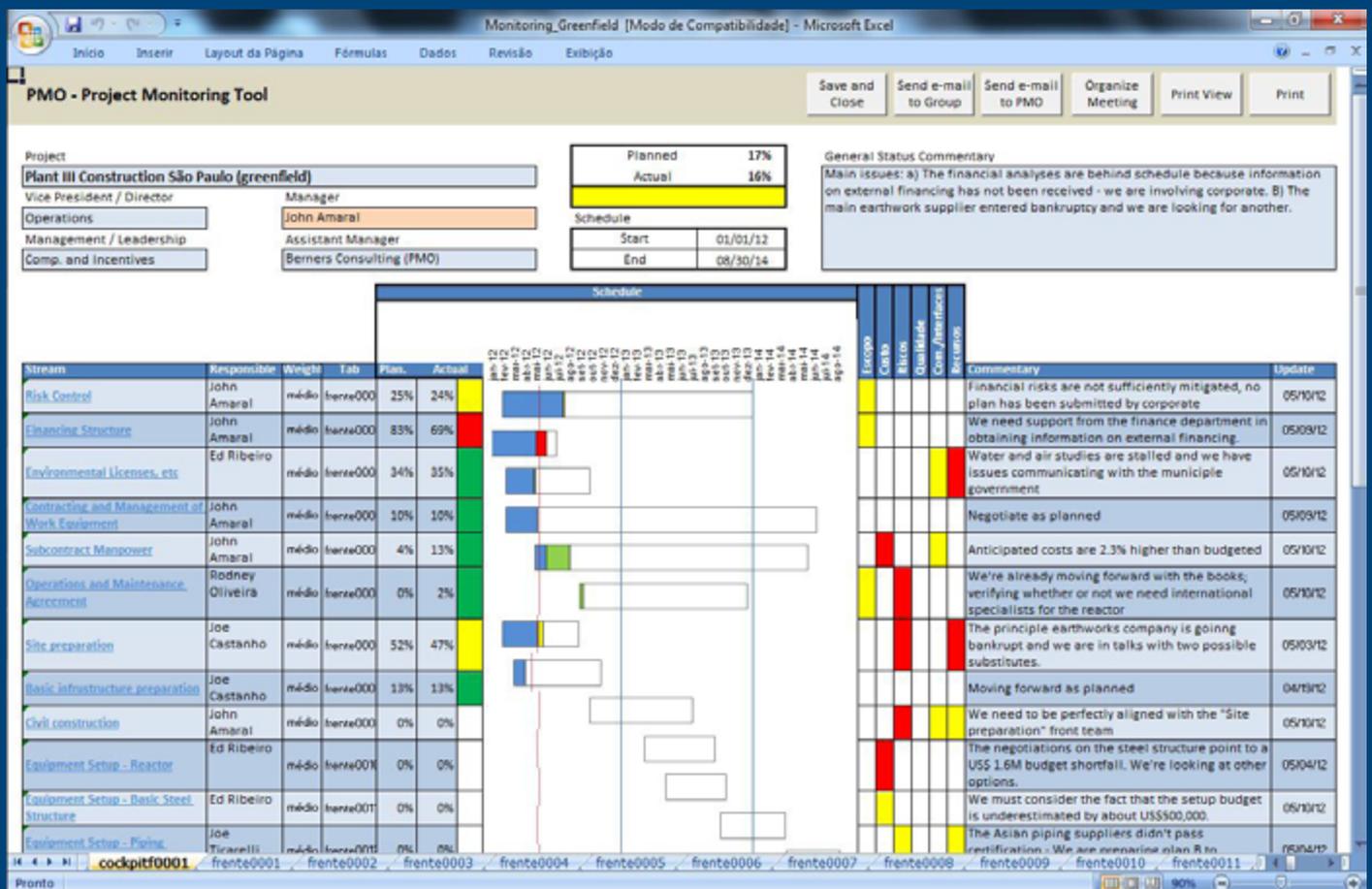
- Macro structure the project – define the objectives and how the project will be governed, develop a macro timeline, and align all the stakeholders
- Structure the tasks – form teams and determine the amount of time required to complete the project
- Develop work plans – develop concrete and detailed action plans covering tasks, deadlines, and those responsible for their completion

2. Set up a structure for monitoring

- Define the monitoring process – the format, monitoring frequency for the action plans, and method for reporting
- Implement the monitoring process – install a database containing all the information related to the action plans

3. Continuous monitoring

- Progress report – weekly or bi-weekly monitoring of each task’s progress and a structured report based on previously defined parameters
- Take action – based on each area’s progress



Cockpit view of numerous work tasks

Business Process Management

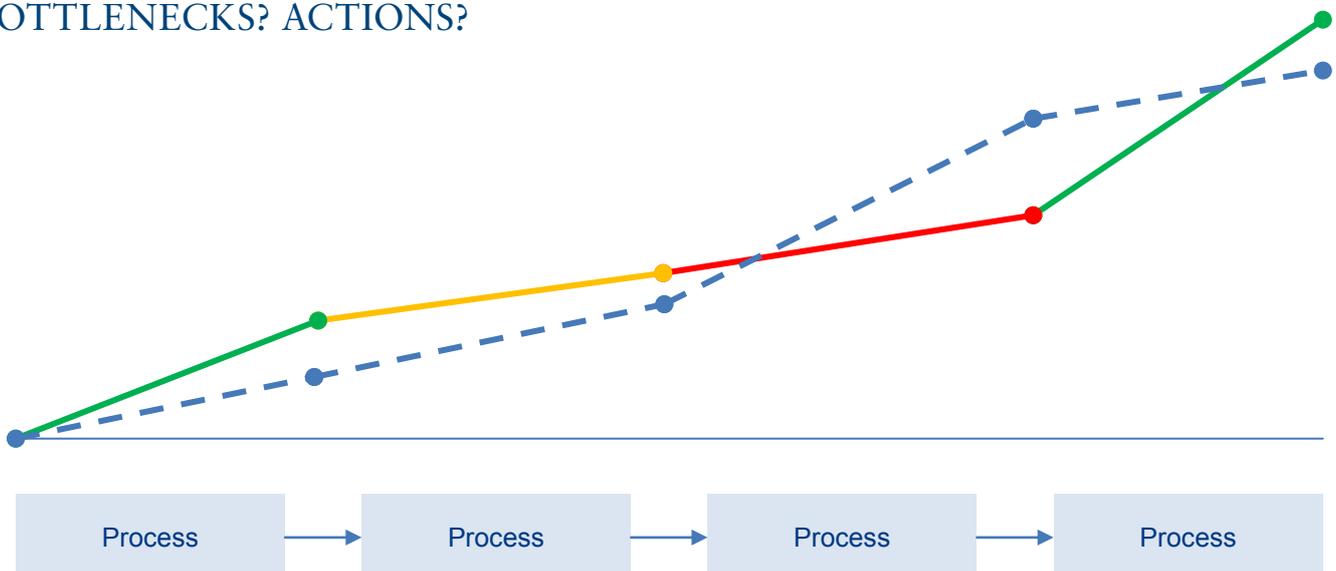
Compared to production processes, which can be visually monitored, business processes are difficult to monitor in a simple and structured manner.

Relevant business process data is usually available in an organization, but is typically difficult to access and process. For example, the runtime of a transaction in the organization's ERP might be relevant to the efficiency of a process, but there is no system to monitor this and bring it to the attention of the respective managers. On the other hand, from the point of view of the organization, the relevance and availability of the information may not justify the development of a report given the cost, both in time and money, to do so.

ADVANTAGES OF OUR PROCESS MANAGEMENT METHODOLOGY

- Our methodology allows to quickly and easily map and collect process KPIs
- The management interface provides a quick and informative view of the progress of each process being monitored
- Data is integrated into our system without the need for extensive programming
- Our system interfaces integrate ERP systems as well as our clients' proprietary systems and export data in both XLS and TXT formats
- Data can also be easily entered manually complementing the data coming from client systems

KEY QUESTIONS: BOTTLENECKS? ACTIONS?



OUR METHODOLOGY

Our business process management methodology consists of 3 steps:

1. Structure the processes

- Design/redesign process flows – process elements, the input and output of each element, connections and interfaces, and areas involved
- Determine measurement points and KPIs – the indicators representing process functions and the means for measuring them

2. Establish the monitoring structure

- Determine which processes to monitor – the method and frequency, and format for monitoring the metrics and KPIs
- Establish systemic interfaces – elaborate XLS and TXT input and output
- Implement the monitoring system – install a database containing all data related to each processes elements

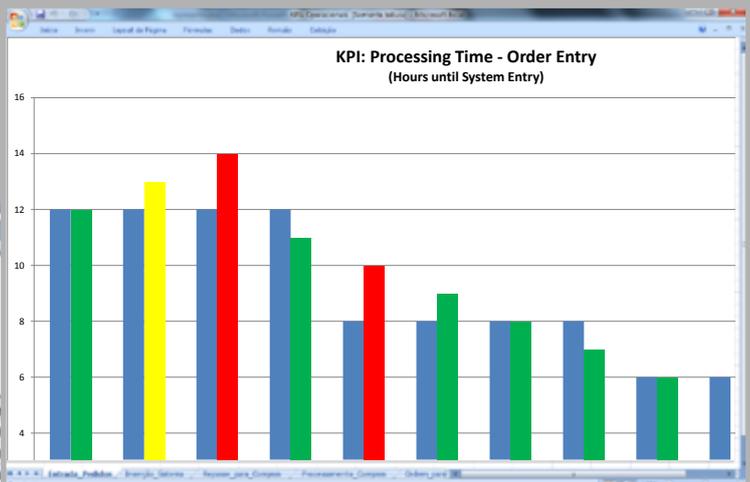
3. Continuous monitoring

- Process status report – continuously monitor and report to the hierarchy
- Take action – based on the performance of each process, action should be taken

Graphical view of a KPI

SAP archive and export

Entry Date	Doc Date	Group Name	Value	Currency	Conversion	Curr
04-set-12	02-set-12	Materials Requisition	1.872,30	BRL	3.838,22	USD
04-set-12	02-set-12	Productions Services Requisition	1.837.382,30	BRL	3.766.633,72	USD
04-set-12	02-set-12	Transport Requisition	2.839,10	BRL	5.820,16	USD
04-set-12	03-set-12	Productions Services Requisition	872,30	BRL	1.788,22	USD
04-set-12	03-set-12	Materials Requisition	2.817,30	BRL	5.775,47	USD
04-set-12	03-set-12	Materials Requisition	6.374,20	BRL	13.067,11	USD
05-set-12	03-set-12	Productions Services Requisition	8.372,80	BRL	17.164,24	USD
05-set-12	03-set-12	Transport Requisition	238.293,20	BRL	488.501,06	USD
05-set-12	03-set-12	Transport Requisition	281,30	BRL	576,67	USD
05-set-12	03-set-12	Productions Services Requisition	873,20	BRL	1.790,06	USD
05-set-12	01-set-12	Productions Services Requisition	3.284,21	BRL	6.732,63	USD
05-set-12	03-set-12	Materials Requisition	287.382,20	BRL	589.133,51	USD
05-set-12	03-set-12	Materials Requisition	87.283,50	BRL	178.931,18	USD
05-set-12	03-set-12	Productions Services Requisition	6.254,00	BRL	12.820,70	USD
05-set-12	03-set-12	Transport Requisition	72.646,36	BRL	148.925,04	USD
05-set-12	03-set-12	Productions Services Requisition	35.264,20	BRL	72.291,61	USD
05-set-12	03-set-12	Materials Requisition	2.645.267,00	BRL	5.422.797,35	USD
05-set-12	03-set-12	Materials Requisition	3.737,30	BRL	7.661,47	USD
05-set-12	01-set-12	Transport Requisition	265,00	BRL	543,25	USD
05-set-12	04-set-12	Productions Services Requisition	273.684,50	BRL	561.053,23	USD
05-set-12	04-set-12	Transport Requisition	37.627,40	BRL	77.136,17	USD
05-set-12	04-set-12	Materials Requisition	376.274,30	BRL	771.362,32	USD
05-set-12	04-set-12	Productions Services Requisition	3.774,20	BRL	7.737,11	USD



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