

## Corporate Membership Overview

*Join the network!*

### What is the BBRT?

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The Beyond Budgeting Round Table (BBRT) is an international shared learning network of member organizations with a common interest in improving their management models to become more flexible and adaptable to enable sustained, superior performance. BBRT helps organizations learn from world-wide best practice studies and encourages them to share information, past successes and implementation experiences to move beyond command and control.

The BBRT promotes a set of principles (see below) that lead to more dynamic processes and front-line accountability. Organizations that follow this approach transform their management model in line with these principles, which are outlined in *The Leader's Dilemma: How to build an empowered and adaptive organization without losing control*, authored by Jeremy Hope, Peter Bunce and Franz Rösli and published by Jossey Bass.

Our members tell us that the greatest value of BBRT-membership is attendance at BBRT-meetings. These meetings provide an exceptional possibility to learn from thought leaders and practitioners and to build a valuable international network. Included in the membership fee for Corporate BBRT-members is the possibility to send up to 10 employees to these meetings, which make them an extraordinary learning and social event.

### Beyond Budgeting Principles

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#### Leadership actions

- *Values* - Bind people to a common cause
- *Governance* - Govern through shared values and sound judgement
- *Transparency* - Make information open and transparent
- *Teams* - Organize around a seamless network of accountable teams
- *Trust* - Trust teams to regulate and improve their performance
- *Accountability* - Base accountability on holistic criteria and peer reviews

#### Management processes to support leadership actions

- *Goals* - Set ambitious medium-term goals
- *Rewards* - Base rewards on relative performance
- *Planning* - Make planning a continuous and inclusive process
- *Coordination* - Coordinate interactions dynamically
- *Resources* - Make resources available just-in-time
- *Controls* - Base controls on fast, frequent feedback

### What are the benefits for your organization?

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**Faster response** – Beyond Budgeting organizations operate with speed and simplicity. Simplicity comes from reducing complexity in the management process. This can best be achieved by giving front line people the scope to act immediately and decisively within clear principles, values and strategic boundaries. Operating within a flexible network is also important to enable people to respond quickly to customized requests by reconfiguring processes. But by making strategy an open, continuous and adaptive process is the key element in a fast response organization. It enables an organization to react to emerging threats and opportunities as they arise rather than being constrained by a fixed and outdated plan. Underlying all these approaches is the shredding of bureaucracy that still plagues most organizations.

**Innovative strategies** – In Beyond Budgeting organizations, people work within an open and self-managed environment. Clear governance principles set the right climate and build the mutual trust needed to share knowledge and best practices. This is encouraged by moving away from incentives based on fixed performance targets locked into the budget (a formidable barrier to sharing and cooperation) to rewards based on performance relative to the peers.

**Lower costs** – Only by seeing process as supplier-customer relationships will people respond to demands for improvement in quality and cost. And only by eradicating the mentality surrounding traditional budgets (which fix a floor and ceiling on costs) will people be motivated to question fixed costs and seek sustainable long term cost reductions. Operating managers and front line people are able to base requests on

resources as needed rather than viewing them as 'entitlements'. Just asking the question, "does it add value to the customer?" often ensures that unnecessary work is eliminated.

**More loyal customers** – Beyond Budgeting organizations place customer value needs at the centre of their strategy and adapt their processes to satisfying and even delighting them. Fast response to customer requests is vital. Thus front line people must have the authority to make quick decisions and manage their own bit of the business such that the overall organization becomes much more competitive than its competitors.

## The value of BBRT membership

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BBRT membership is very valuable. It offers support and a shared learning network of active evaluators, implementers and users of the Beyond Budgeting management model and principles. The benefits of membership are listed below.

### Membership categories and benefits

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	Corporate - Premium	Corporate - Basic
Annual membership fee	£ 9,000	£ 7,000
<b>Membership benefits:</b>		
Newsletters and other regular updates	Yes	Yes
Access to BBRT members' web community *	Yes	Yes
Free access to material that is publicly available for sale on the BBRT Online Knowledge website	Yes	Yes
Access to BBRT meetings	Access to all BBRT Meetings globally - up to 10 participants per meeting	Access to BBRT Meetings in the region - up to 5 participants per meeting
Access to Implementers' meetings	Access to all Implementers' Meetings globally - up to 3 participants per meeting	Access to Implementers' Meetings in the region - up to 2 participants per meeting
BBRT Implementation Guide	Yes	Yes
Diagnostic - full version incl. workshop version	Yes	Yes

\* ) The web community includes the accumulated Beyond Budgeting knowledge since the BBRT was established in 1998.

This comprises case stories, research papers, performance management tools series, meeting notes and presentations, etc. The material is proprietary for BBRT members and is continuously updated.

## For more information

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To learn more about the BBRT or to apply for membership, please contact:

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