



**HORVÁTH & PARTNERS**  
MANAGEMENT CONSULTANTS

The Performance Architects

A few words about being close to the customer, being close to the solution, and knowing how to make things happen.



»Sometimes even we are surprised to discover where we can work with you to pinpoint your competitive advantages. One thing is for sure: they are almost always within arm's reach.«



The future of your company may be hidden in any number of places: in your products, your ideas, the research lab, the corporate structure – even the hallway or cafeteria. Extraordinary ideas often emerge in unlikely places. Each employee

offers opportunities just waiting to be discovered. Our job is to track down the potential in your organization, acquire important information, and utilize it in the global market. Rather than restraining or eradicating, we believe that

management consulting is a tool for finding solutions and offering guidance and support, in essence, something that brings us closer to you and your ideas. This is the key to gaining competitive advantages that help you – and us – progress.

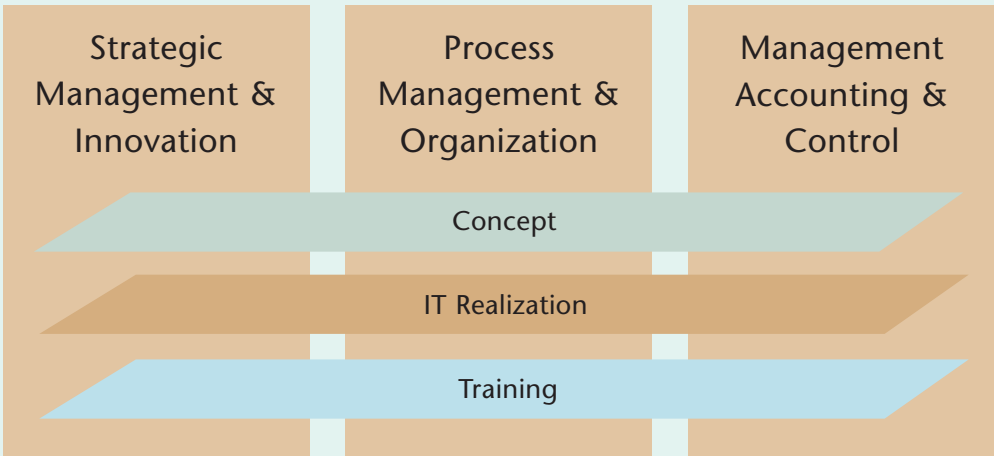


»Don't be surprised to see your employees going home earlier. After all, it could be because they are more efficient after we have worked together with your company. That's only an assumption, though – after all, they could also use their extra time to serve your customers better.«

Our goal is to enhance the ability of your company to perform without placing constraints upon you. We do not make miracles happen, but we can lay the groundwork for the right decisions and actions. You can count on a team that is as experienced in their actions as they are unconventional in their ideas; people who work closely with you in the world's key business regions to develop pioneering concepts and integrate them into your organization. As Performance Architects, our first priority is to improve the performance of your company.

We do this by taking care of both your strategic capabilities and your operative efficiency. Ideally, we evaluate your current strategy or develop a new one, define concrete strategic goals, modify your corporate processes and structures accordingly, and install management control systems which can show executives at any time whether the strategic and operative performance are on track. But even if we only change things within one field, for example management accounting and control, we ensure that the solutions are optimally integrated into other

areas, such as strategy and processes. In the same way as an architect draws up blueprints and then coordinates the series of individual projects necessary for final construction, our specialists develop the concepts for you and then take care of implementation. That means we will also find the best IT systems for you, coordinate the suppliers and train your employees. The bottom line is: we feel it is very important that the people in your company understand the new systems and are able to use them effectively.



Our holistic consulting model guarantees that solutions from the fields of Strategic Management & Innovation, Process Management & Organization and Management Accounting & Control are closely linked with each other, resulting in an improvement in the overall performance of our clients. As a result of our commitment, our craving for knowledge and our willingness to go new ways, we work with trend-setting solutions and also maintain close contact to academia. You will notice the difference.

»We have created an expression to describe the success of product developments. We call it the Customer Satisfaction Model. We are amazed at how this concept is consistently on target. Your customer is satisfied, you are satisfied, and so are we.«

There are plenty of good companies around, but the best ones consistently discover new market opportunities and utilize their potential for internal optimization. This is exactly where our consultants step in. This applies to the field of Strategic Management, where we help you accurately position your products or, by introducing the Balanced Scorecard, help you better implement

strategies. Exactly the same thing applies to creating and optimizing procedures and organizational structures, as well as for Management Accounting and Control. An intelligent process management system creates the conditions that enable you to serve your customers even more effectively. A management accounting and control system including the appropriate information

technology that is perfectly adapted to your needs enables you to make the right business decisions at all times. We work with you to develop the best possible solutions, and continue working with you and coordinating the partners until everything is just right. Until IT and processes are running without a hitch and you have raised your performance. After all, we want everyone to be satisfied.

### Strategic Management & Innovation

- » Strategy Process Design and Facilitation
- » Development and Evaluation of Strategy Options
- » Strategy Execution based on Strategy Maps and Balanced Scorecard
- » Intangible Assets Measurement
- » Value Management
- » Incentive Systems Design and Agreement on Objectives
- » Change Management
- » Innovation Management/ Target Costing

### Process Management & Organization

- » Restructuring and Cost Management
- » Business Process Reengineering
- » Shared Services/Outsourcing
- » Reorganization
- » Purchasing and Supply Chain Management
- » Sales Performance Management
- » Process Performance Management and Process Controlling
- » Activity-based Costing and Time-driven ABC
- » Post-Merger Integration
- » Benchmarking

### Management Accounting & Control

- » Performance Improvement and Benchmarking of Management Control Systems
- » Financial Excellence
- » Planning/Advanced Budgeting
- » Reporting
- » Group Control
- » Cost Accounting and Allocation
- » Risk Management
- » IAS/IFRS Conversion
- » Organization of Management Accounting and Controlling
- » Functional Controlling
- » Working Capital Management

We believe in putting our energy to work where we are most experienced. That is why we only offer services in areas where we have become the forerunners in the international management consulting market. You will also find the close cooperation between our different core fields highly beneficial.

RAUCHEN  
NICHT  
GESTATTET





»Where are you going today, where are you headed tomorrow? Where will you be going in two months? In two years? How can you shape your future? It's always good to have someone who knows how industries operate.«

Banks have different concerns than public utilities. Different principles apply to public authorities than to pharmaceutical companies. We also know which direction the automobile industry is going. In fact, we have experience in many different industries and we package our areas of expertise accordingly. Our experienced industry consultants operate as generalists. Depending on the specific task, they work together with

our solutions consultants who have special skills in solving unique problems. For example, we support public utilities efforts to adapt to changing market conditions and competitive pressures by establishing new process and organizational structures, together with effective benchmarks. Public enterprises, on the other hand, face the challenge of lowering costs while dealing with an increasing number of tasks. We search

out where performance can be enhanced, determine where knowledge can be developed and utilized systematically, and implement the appropriate management structures. In the financial services sector, where the market conditions are constantly in flux, we respond with innovative approaches to value-based management and to optimizing core processes. Regardless of the industry in which you compete, we can make things work for you.

These are our primary strengths gained through experience. We also advise clients from other sectors. Perhaps your best advice would be to talk to our clients. We will be happy to provide a list of references and contacts.

## Expertise in special sectors

- » Automotive
- » Chemicals, Oil, Pharmaceuticals
- » Consumer & Industrial Goods
- » Financial Industries
- » Media & Telecom
- » Public Management
- » Retail
- » Transportation
- » Utilities

»If you want to use best practice figures in the areas of costs, time, and quality for strategic control, perhaps the only thing you are lacking is the right Business Intelligence solution. Isn't it reassuring that somebody understands these relationships?«



What would be the use of consulting without it being integrated into the company? What would be the use of tailored management concepts without them being implemented by the appropriate IT systems? It is for precisely these reasons that we look into the information technologies in your company,

suggest suitable strategies and solutions, search for the best IT systems and IT implementation specialists, and coordinate implementation in such a way as to maximize accuracy and minimize costs. Our special strength lies in the fact that we employ both IT experts and business specialists. Being independent

from individual providers makes us flexible and helps to ensure that you receive the best IT system. One thing is for sure, you can stay calm because we are backed up by the experience gained from many international projects and will undertake responsibility for realizing our concepts.

## Expertise for IT

- » IT Strategy
- » IT Realization

Whether our edge lies in knowledge or experience – we are at our most satisfied when we surpass your expectations. Whether we are installing your IT solution as neutral project managers or as prime contractor. Whether we are dealing with Corporate Performance Measurement solutions, Enterprise Resource Planning systems or Customer Relationship Management systems or a combination of all of them.



»Learning is probably the most exhilarating of all human capabilities – even if it takes place sitting down. People can learn to move mountains.«

The more closely you are involved with human beings, the more you learn. This is a basic principle. Our management training follows several basic principles: individualized programs, practical knowledge, interactive learning, agreement on goals and measures of success, and ongoing support. All of this is designed to increase knowledge, make it usable, and enhance the willingness to accept change. In order to stay ahead of the

constant change in knowledge, we offer a variety of advanced training options. We prefer in-house training programs, since these can be precisely adapted to your needs. In addition to professional conferences like the Stuttgart Controller Forum, we conduct special seminars and multi-level courses designed to train executives and management trainees to become cost controllers. Instead of long lectures, case studies, group projects, planning competitions

and discussions ensure that the content is effectively delivered and that learning is fun. Our trainers use a practice-oriented approach to explore everyday problems. We put a lot of thought into effective management training, and this is made apparent by the fact that we set the training standards as a founding member of the International Group of Controlling (IGC). We give you what you need to move mountains.

## Management Training

- » Controller lectures
- » Special seminars
- » Specialist conferences and congresses
- » Inhouse training
- » E-Learning

Our training programs bring you closer: closer to your employees, closer to daily activities, closer to solving your problems. We offer you training events based exclusively on our professional consulting experience.





»Why don't people start a journey at the end? Why do they always look for solutions in the same places? Why don't they learn to think young? And why doesn't everyone work this way?«

Our aim is to initiate processes of change in your organization. Part of our job is to introduce new approaches, think in new directions, and put creative capabilities to work. People who work with us need more than international experience, specialized knowledge, and industry expertise. They must also have talent when it comes to pursuing ideas with enthusiasm, and steadily gaining new

knowledge. As we see it, entrepreneurial action has nothing to do with an iron-fisted approach. Skilled leadership in one's field has nothing to do with assembly line consulting. You will probably appreciate the fact that you and your staff can work together with us as a team to develop effective solutions in an atmosphere of mutual trust and that we consistently follow through

to the point of mutual success. You may also be pleased to know that the implementation phase often occurs more quickly and smoothly than with other consulting firms. This is because our consultants receive regular, advanced training in technical and social skills. We also actively work together with several universities. We look forward to hearing from you!



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