

For all your major company initiatives

The logo for the BigStep Method, featuring three yellow 3D rectangular blocks of increasing height from left to right, with a black curved line arching over them.

BigStep™ Method

helps to speed up company initiatives (strategies, concepts...) and makes them happen!

Strategies and Concepts developed by the Top-Management Team are not implemented throughout the organization.



Action plans of small project teams don't have the commitment of the Top Management and fail.

many ideas
many concepts
many action plans



poor implementation
poor results

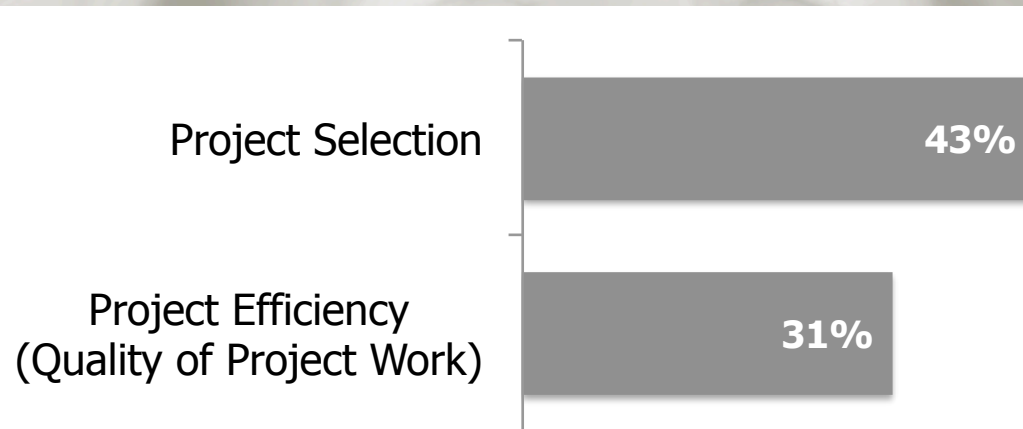


- Deeper understanding in the organization is missing.
- Critical mass is not reached.
- No commitment – no buy-in
- The expertise of the employees is not retrieved.
- The improvement process is applied incorrectly.

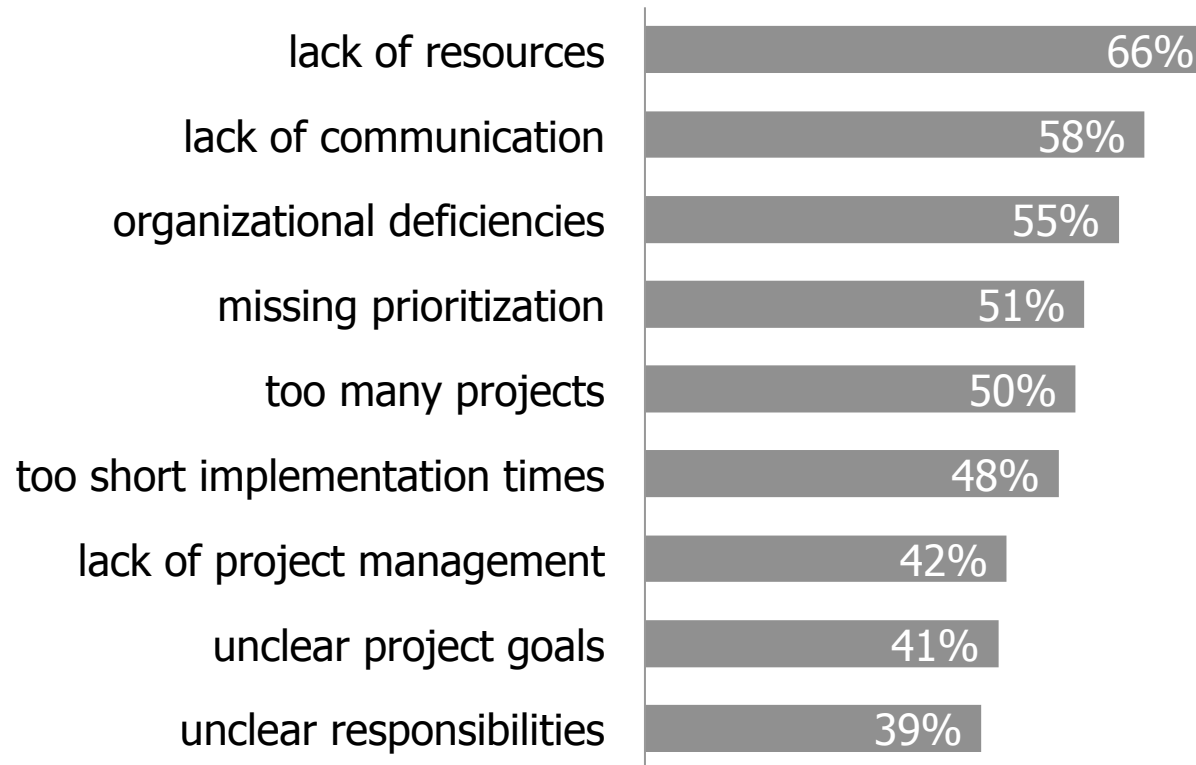
A sustainable implementation process, starting with the selection of the right projects and ending with a successful completion of the projects, is missing.



Research Study shows the satisfaction of the German Top Management with Project Management in Organizations



See Gröger, Projektmanagement: Abenteuer Wertvernichtung, 2004, n=962 in Germany



* See Heines, *Ergebnisse der Studie: Projekte als Erfolgsfaktor, 2011*

The **BigStep® Method** helps to speed up initiatives (strategies, concepts...) and makes them happen!

BigStep® has 3 Phases

- **Screening**
 - **Raising awareness** of the main issues related to the problem/initiative in your team (creates group consciousness)
- **BigStep® Workshop**
 - Focuses, motivates, and aligns your Team on an initiative (concepts, strategies,) in **one Workshop**
- **BigStep® Engine**
 - Makes things happen. Speeds up Execution (guaranteed **Execution rate of ~ 90%** of measures and projects within 12 months)

BigStep® is

- a team and role based, non-hierarchical method
- a bottom up method (vs. top down)
- a large group intervention workshop for up to 40 people
- a motivational workshop
- an intelligent problem-solving-process

BigStep® Benefits

- Makes the team buy in - in one Workshop
- Increases efficiency and effectiveness of your initiatives
- Unleashes the know how of all people involved
- You will arrive at an execution quotient of measures/projects of ~ 90% within 12 months (vs. German Industry standard ~ 35%)



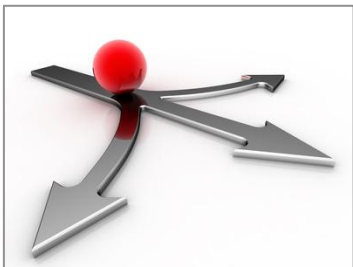
Competitiveness

- Productivity Improvements and Cost Reduction
- Utilization of Synergies



Growth

- Implementation of Growth Strategies
- Organic Growth and Acquisitions
- Organization and Processes



Change and Repositioning

- Reorganization and Communication
- Post Merger Integration

Before BigStep®

Screening (Facts & Figures and Interviews with Key Players)
Definition of „Opening Question“
Selection of Participants

During BigStep®

Key Topic Selection by Participants (Definition of the Key Topics)

Key Topic Assignment

Session 1

Analysis: Creating common understanding

Session 2

Defining: Objectives

Session 3

Solutions: Action and Project Plans

After BigStep®

Follow Up Action Plans, Projects, **From Actions to Results!**

Before BigStep®

Definition of Opening Question

- „How can we achieve a cost reduction of € 2 M. in 20xx?“
- „How do we have to adapt and develop our organization in order to stay competitive?“
- „What do we have to do to achieve an increase in market share by 5% till the end of next year?“
- „What are our main projects we have to focus on in order to achieve our strategic targets till 2020?“
- „How can we improve our internal communication and teamwork?“
- „What do we have to do, to achieve a high effectiveness and efficiency of our R&D projects?“
- „What do we have to do in order to increase the speed of our order fulfillment process dramatically?“

During BigStep®

Key Topic Selection

(Definition of
Key Topics)

- Explanation of roles, rules and method
- Opening statement und key question by the executive (in/out topics)
- Brainstorming, workshop cards and clustering
- Key topic selection
- Definition of Teams following a mathematical algorithm

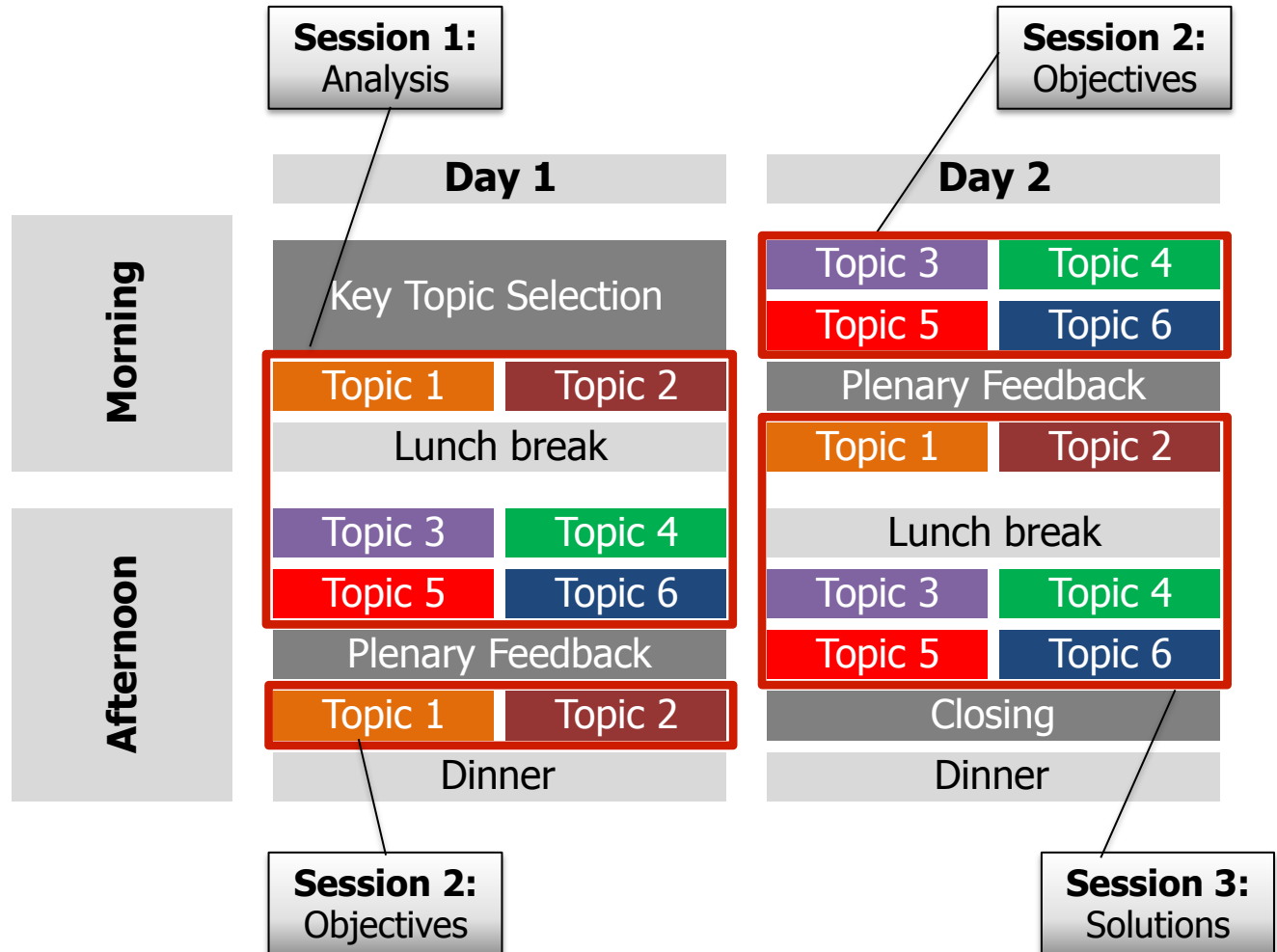


Example – 6 Key Topics

During BigStep®

Key Topic Processing

Session 1
Session 2
Session 3



During BigStep®

Key Topic Selection

Session 1
(Analysis)

Session 2
(Objectives)

Session 3
*(Solutions,
Projects &
Actions)*

Facilitator: Leads the discussion

Debaters: Solve the problem



Critics: Feedback concerning flow and content of discussion

Observers: Cross link information

During BigStep®

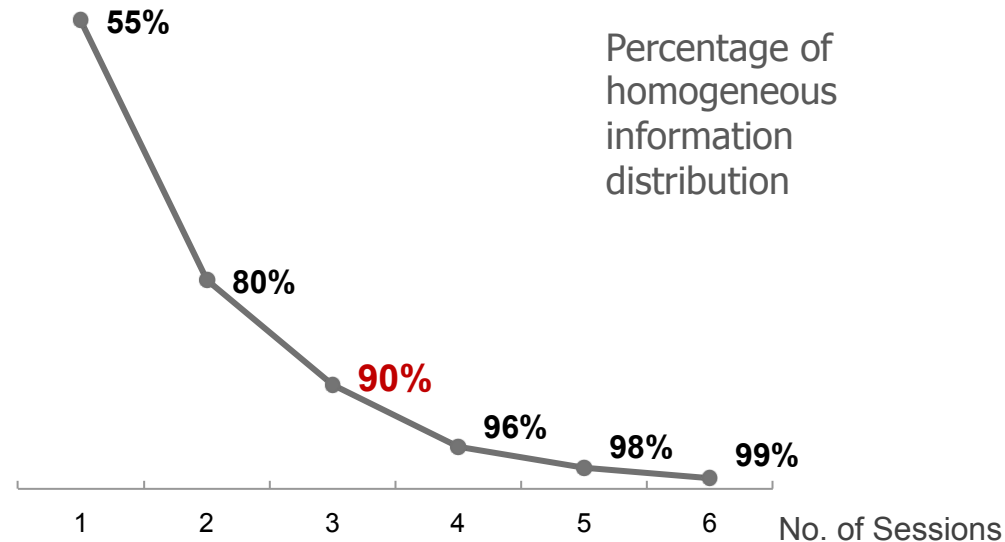
Key Topic Processing

Session 1
(Analysis)

Session 2
(Objectives)

Session 3
*(Solutions,
Projects &
Actions)*

The specific workshop-design of BigStep® leads to an almost homogeneous information distribution (~90%) amongst all workshop participants in three sessions



Source: Stafford Beer, Beyond Dispute,
Applying Cybernetic Science to organizational Problems

**During
BigStep®**

- In five minutes time, each group presents results of their session.
- The results are ranked by the participants. (Energy Points Award)

**Plenary
Feedback
and Energy
Points**

After each
Session



Plenum Feedback		
	Energetic Points	Ranking
• Key Topic 1	5	6
• Key Topic 2	6	3
• Key Topic 3	5	4
• Key Topic 4	4	5
• Key Topic 5	8	1
• Key Topic 6	2	8
• Key Topic 7	6	2
• Key Topic 8	4	7

**After
BigStep®**

Implemen-
tation of

**Multi -
Project -
Management**

BigStep®
Execution Engine

- Quick Wins (within 3 months)
 - Reduction of Setup Time with 4 Step Rapid Setup Method
 - Introduction of freight fee for small quantities orders
 - Implementation of „OK-Point“ in the order fulfillment process
 - Spring Cleaning / „Red Card“ Measures
- Break-through Projects (3 to 9 months)
 - Market Entry in new Market Segment
 - Reduction of Material Costs
 - Reduction of Cost of Poor quality
 - Optimize Product Portfolio
- Projects and Measure (3 to 9 months)
 - Improvement of communication
 - Improvement of Accounts Receivable Management
 - Implementation of reusable containers

1. BigStep® Screening

- Facts & Figures
- Qualitative Interviews with selected Key Players
- **Purpose:** Raising awareness of the main issues related to the problem/initiative (creates group consciousness)

„10 months after the BigStep® Workshop the execution rate of the agreed projects is 85%!“

DI Thomas Fenzl, CEO Miba Sinter

2. BigStep® Workshop (2 to 3,5 days)

- Executive Summary of Screening
- 6/8/12 Key Topics
- 24 – 40 Participants, 4 Moderators (for smaller groups: 2 Moderators)
- **Purpose:** Focuses, aligns, motivates the Team on the initiative (concepts, strategies,) in one Workshop!

3. BigStep® Execution Engine

- Prioritization of Projects
- Implementation of Multi – Project – Management
- Immediate realization of Quick Wins and Break-through Projects
- **Purpose:** Makes things happen, speeds up Execution (Execution rate ~ 90% of measures and projects)

- BigStep® Method helps to speed up initiatives (strategies, concepts, ...) and makes them happen!
- BigStep® Creates Commitment and Momentum in the Team
- BigStep ® Produces a Roadmap with 20 – 40 Projects and Measures in one Workshop
- BigStep® Guarantees the Implementation by applying the „BigStep® Execution Engine“



Are you ready for your next





Observer
(in third row)

Debaters
(in first row)

Critics
(in second row)





These companies already rely on BigStep®

Innovation in Motion



Feb 2012



INSPIRING FOOD PRODUCTS

Jan 2012

Jan 2015



Jul 2014 Sep 2014



Jan 2015



Jan 2013 Apr 2014



greiner bio-one

Nov 2013

Nov. 2014

May 2015

Sept 2015



Apr 2013

Oct 2014



Sep 2012



Mar 2014