

RAMBOLL

Holistic Operations and Accounting

OECD Symposium

Measuring and Reporting Intellectual Capital

9-11 June 1999

Amsterdam









Flemming Bligaard Pedersen

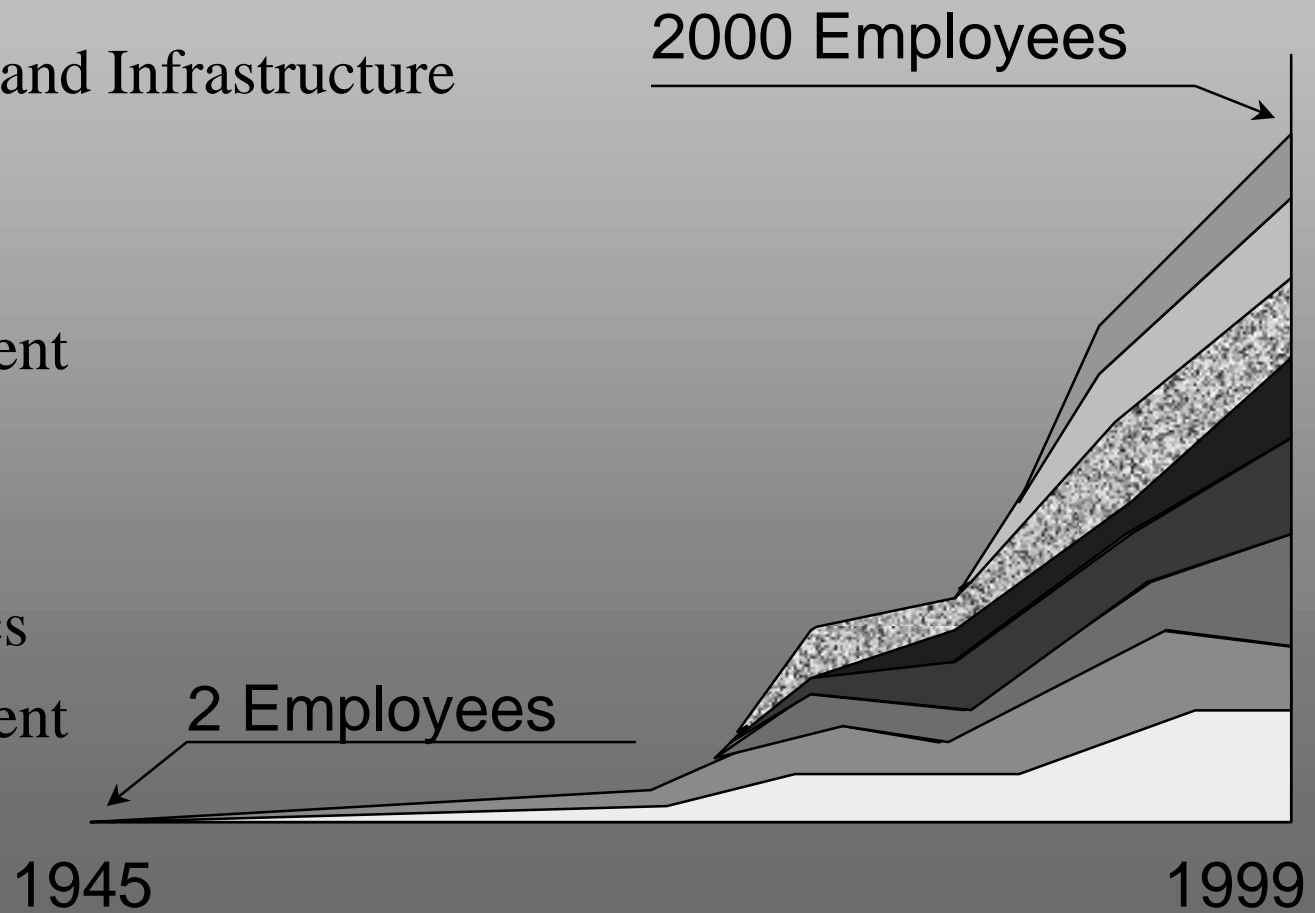
- M.Sc. (Civ. & Struct. Eng.), Ph.D.
- With RAMBØLL since 1976
- Managing Director & Group CEO since 1992

- Chairman of The Danish Association of Consulting Engineers

- Age: 50 years

- Human Knowledge

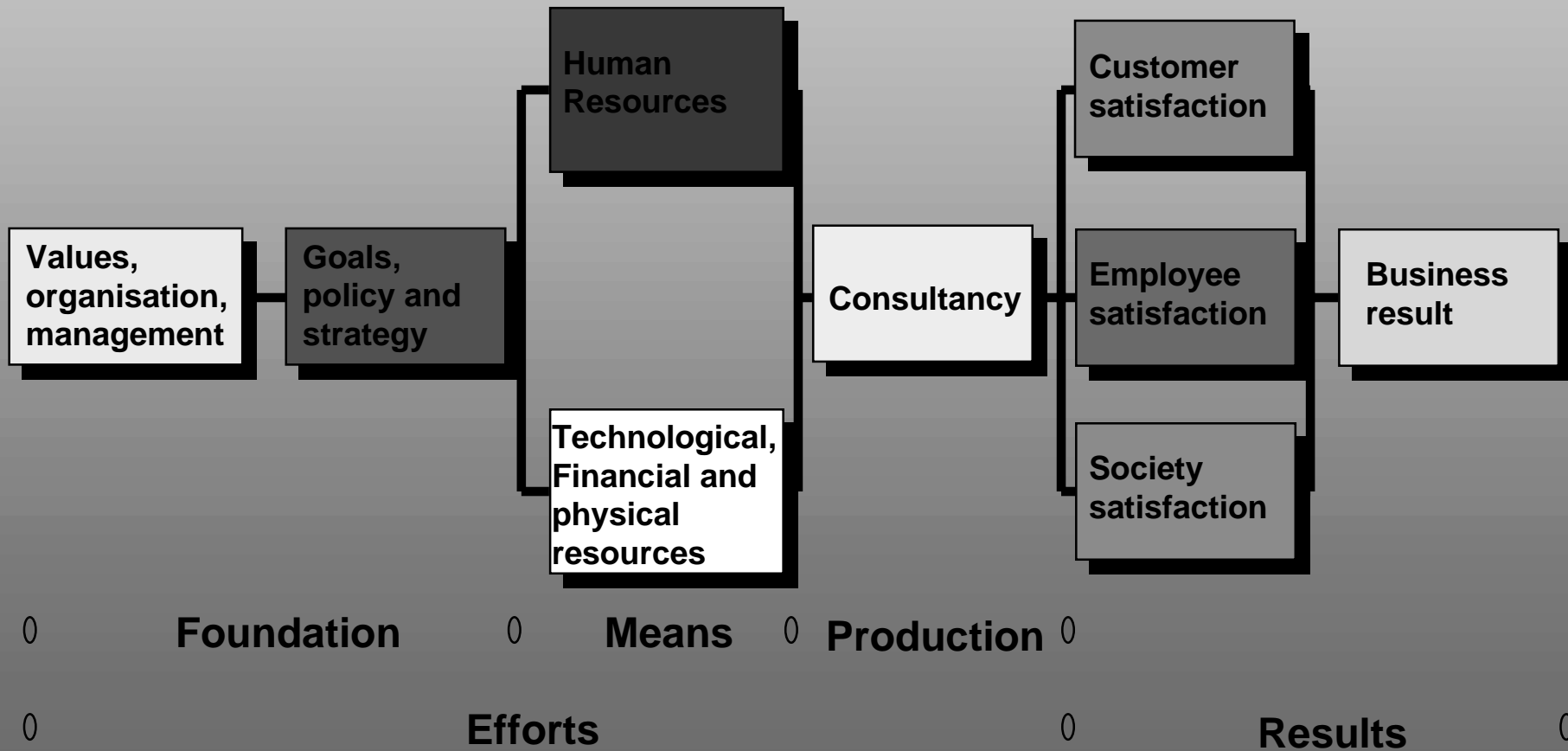
-  Transport and Infrastructure
-  Building
-  Energy
-  Environment
-  Industry
-  Oil/Gas
-  Informatics
-  Management



The Industrial Society Company Model

Business result
Profit & Loss accounts

RAMBØLLS Holistic Company Model



RAMBØLLs Values

- Satisfied employees:
Development, commitment, security, openness and trust
- Satisfied customers, positive impact on society:
Commitment to customers needs, quality, openness, trust and social integrity
- Economic independence and freedom:
Increased economic stability through operating profits, development-based risk-taking via autonomous financing

Alternatives for Company Accounts

- Financial accounts
- Ethical accounts
- Environmental accounts
- Green Accounts
- Social accounts
- Socioeconomic accounts
- Intellectual capital accounts
- Holistic accounts

Intellectual Capital

- Formal education
- Language skills
- Supplementary training
- Mobility
- Experience
(national/international)
- Experience (project-
types)
- Key experience:
management, sales,
development
- Social qualifications
- Commitment/co-operation/
communications skills
- Age profile of the
employee group

Holistic History

1991

Summer 1991: The first idea of making an account for the status of the implementation of the company "Philosophy" - the corporate values.

1992

September 1992: The first measuring of the "Status of the Philosophy".

October 1992: Presentation of the results for:

- Employee satisfaction
- Company values implementation.

Holistic History

1994

September 1994: The second measuring of the "Status of the Philosophy".

November 1994: Presentation of the results for:

- Employee satisfaction
- Company values implementation.

1995

June 1995: Presentation of the results for:

- Management evaluation.

Holistic History

1995

Summer 1995: The working group for the design of a "Holistic Accounting Model" - including all the values of the company - concludes the work.

November 1995: The Holistic Report for RAMBØLLs accounting year 94/95 is published.

1996

October 1996: Top management seminar on holistic accounting.

The goals, strategy and operational plan are formulated for the introduction of "Holistic Operations" in RAMBØLL.

November 1996: The Holistic Report 95/96 is published.

Holistic History

1997

January 1997: Chartered accountant involved in the design and definition of the accounting principles for the holistic accounts.

April 1997: All managers participated in "Holistic Operations" seminar.

June 1997: The supervisory board participated in "Holistic Operations" seminar.

August 1997: Appointment of "local" holistic managers in all divisions and of pilot test-departments.

Holistic History

1997

September-December 1997: Meetings in all divisions and test of holistic process principles in all pilot test-departments.

November 1997: All 2000 employees participated in seminars on "Employeeeship".

November 1997: The Holistic Report 96/97 is published.

Holistic History

1998

November 1997-March 1998 : Design and development of a manual for the holistic process in departments based on experience from pilot test-departments.

Design of the main focus points and accounting parameters in the holistic based corporate strategy-plan for 1998.

March 1998: Appointment of a group holistic officer (GHO)

March 1998: Kick off meetings for all employees.
“Holistic dialog” in all departments.

March 1998: Holistic report for 2nd halfyear 1997 is published.

Holistic History

1998

June - August 1998: Follow up on the "holistic dialog" in the departments.

August- September 1998: The first cyclic run of the "bottom-up/top-down" group strategy process based on the holistic company model.

1999

April 1999: The holistic report for 1998 is published.

May 1999: The working group for establishing parameters, key figures and indices for RAMBOLLS holistic accounts concludes its work.

Values, Organisation and Management

- Values
 - Employee Satisfaction Analysis (ESA)
- Development of managers
 - Management evaluation by employees
 - Management development projects
- Organisation
 - The elements of leadership
 - Employeeship
 - Administrative tools

Goals, Policy and Strategy

- Planning model and process
- Business plans
- Employee policies
- Engagement of all employees in strategic process
- Dialog on goals
- Knowledge of corporate goals and strategies
- Work environment policy
- Performance wages

Human Resources

- Formal education
- Experience/age profile
- Social qualifications
- Post graduate education
- Language skills
- Mobility
- Key experience:
 - Management, sales, R&D
 - International
 - Projects
- Supplementary training
- Co-operation/communication skills
- Development of skills

Technological, Financial and Physical Resources

- Financial resources
- Development
- Administrative systems
- IT-resources
- Financial key figures
- Development costs
- Development of production tools
- IT-investments
- Administrative systems development
- Financial facilities

Consulting Services

- Marketing and sales
- Sales/tendering/cost estimates
- Contracts management
- Rate of tendering success
- Production key figures
- Risk assessment
- Chargeable/non-chargeable ratio
- Quality assurance systems
- Efficiency ratio
- Quality ratio

Stakeholder satisfaction

- Customers
 - Customer loyalty index
 - Employee Satisfaction Analysis
 - Illness percentage
- Employees
 - Environmental Accounting
 - Benchmarking for image
(general and amongst people during educational situation)
- Society

Financial Report and Accounts

- Profit and Loss account
- Cash flow statement
- Balance sheets
- Economical and financial key figures
- Equity shareholders' funds
- Solidity
- Cash facilities