

# „OPO“ One-Page-only

Relevant information for decision makers  
... putted in a nutshell

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**Three things are important.**

# 1. Good news are no news.

→ Important are only deviations.



## 2. It must be short.

El Pais      edition      220.000

# EL PAÍS

20 minutos      edition      600.000

Quite short articles, pictures instead of words,  
costs nothing

→ Brevity is the soul of wit.

source: [https://de.wikipedia.org/wiki/Zeitungen\\_in\\_Spanien](https://de.wikipedia.org/wiki/Zeitungen_in_Spanien)



### 3. Everything, but normal.

→ Your report must catch the eye of your boss

Activity Ratios	Plan Apr - 2017	Actual Apr - 2017	Index	Actual Apr - 2016	Index PY	Plan 2017
Days sales in inventories	31	39	126	32	123	32
Days sales outstanding	11	18	164	17	104	10
Creditor payment period	7	11	154	8	142	9
Net cash flow days	35	46	132	41	112	32
EBITDA	645.646	567.795	88	261.916	217	1.022.289
EBITDA MARGIN	7.61%	6.94%	91	3.42%	203	3.65%
% Gross Margin	20.39%	21.12%	104	18.10%	117	14.85%
OPEX	1.154.610	1.220.284	106	1.221.080	100	3.569.339
OPEX %	13.61%	14.91%	110	15.96%	93	12.76%
CAPEX	119.085	9.010	8	-38.969	223	262.279
Borrowings / EBITDA	1,59	2,52	158	3,76	67	1,12
Equity to total assets ratio	0,59	0,50	86	0,51	99	0,49
STAFF	6.72%	6.93%	103	7.42%	93	6.29%
Net sales per employee	39.654	41.334	104	38.636	107	130.123
Income statement	Plan Apr - 2017	Actual Apr - 2017	Index	Actual Apr - 2016	Index PY	Plan 2017
Revenue from operating activities	8,744,357	8,365,605	96	7,844,992	107	28,984,131
Cost of goods sold	6,755,510	6,455,750	96	6,265,501	103	23,822,843
Employees expenses	570,382	567,145	99	567,292	100	1,759,165
Depreciation	45,665	45,525	100	48,053	95	143,404
Promotional services	251,350	249,540	99	232,130	107	796,960
Other operating expenses	521,468	525,375	101	501,132	105	1,582,874
Financial Income (expense)	-24,743	-78,070	-116	-98,536	121	-106,442
Other income (expenses)	0	0	0	0	0	0
Profit before tax	575,238	444,200	77	115,327	385	772,442
Accruals for marketing budget	0	0	0	17,021	0	0
Income from dividends	0	0	0	0	0	0



## Herwig Friedag

born 1950, study of national economics, PhD  
married, 2 grown up children

independent consultant, focused on:

- Launch of Balanced Scorecards  
(Strategy-Development and –implementation)
- practical workshops on approval Balanced Scorecard

International Controller Association

- Head of the international work group
- For more than 20 years Head of public relations committee

Hobbies: Discovering new things during travels, bike tours and hiking  
Sports: Volleyball, rowing



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# About me



**Herwig**



**Friedegg**



Everything, but normal.

Sales are great –have nice holidays





## Conclusion

1. Good news are no news.
2. It must be short.
3. Everything, but usual.



**Gracias**  
por suyo atención !

# „OPO“ One-Page-only



## Agenda

- 1 Show deviations
- 2 One-page-only
- 3 Sell news

## 1. Show deviations

**No goal – no deviation.**

- Where do you want to go?



1. Mission, vision  
(long-term, > 10 years)
2. Business-Plan, strategy  
(medium-term, 3 - 5 years)
3. Balanced Scorecard, budget  
(short-term, 1 – 2 years)

## 1. Show deviations

- Or: The journey is the reward ?





## 1. Show deviations

- Discuss and codify goals.
- Define the path.
- A corridor gives scope for development.
- State the borders to report relevant deviations.



# Agenda

- 1 Show deviations
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## 2. One-Page -Only

### Orientation of the reports towards

- Recipient.
- Relevance of the information.
- Prompt decisions.



## 2. One-Page -Only

### Only coherent figures

- Figures for the recipient:
  - a) understandable
  - b) manageable
  - c) relevant.
  
- Please deliver only informationen, which the recipient
  - a) can understand,
  - b) is able to manage and
  - c) is responsible for.

## 2. One-Page -Only

### Report-volume should be based on our span of attention

- Not more than 7 chunks (short-term memory span).

**George Armitage Miller** authored the paper, "[The Magical Number Seven, Plus or Minus Two](#)," in which he insightfully observed that many different experimental findings considered together reveal the presence of an average limit of seven for human [short-term memory](#) capacity.


A **chunk** is a fragment of information. We can process not more than  $7 \pm 2$  Chunks in the same time.

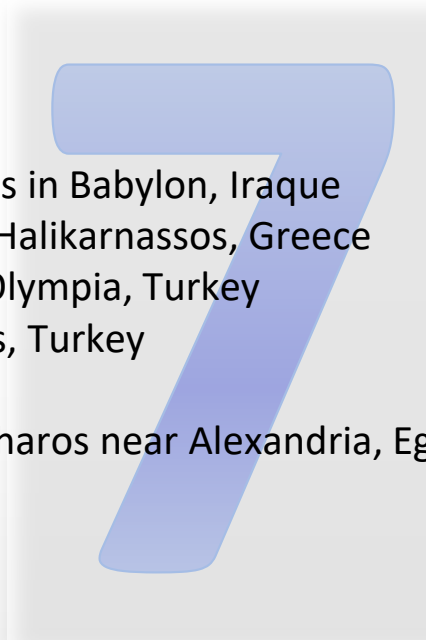
Source: Wiktionary



## 2. One-Page -Only

### Report only with the 7

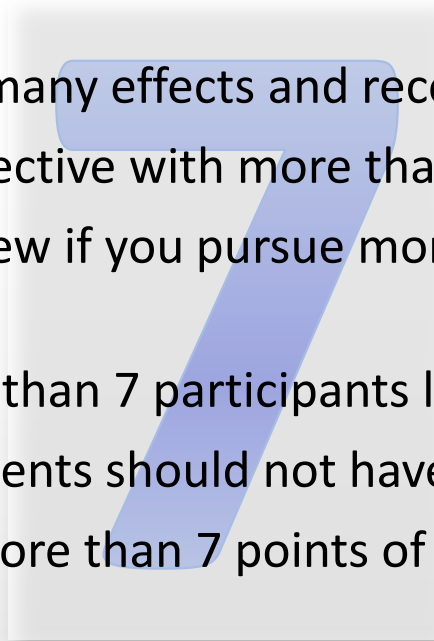
- 7 miracles of the world:
  - Pyramides of Gizeh, Egypt
  - Hanging gardens of Semiramis in Babylon, Iraque
  - Tomb of king Mausolos II. at Halikarnassos, Greece
  - Statue of Zeus by Phidias at Olympia, Turkey
  - Temple of Artemis in Ephesos, Turkey
  - Colossos of Rhodos, Greece
  - Lighthouse on the island of Pharos near Alexandria, Egypt
- 7 midgets. 
- 7 virtues: belief, hope, love, wisdom, justice, braveness, moderation.
- 7 deadly sins.
- 7 bridges.



## 2. One-Page -Only

### 7 fragments of information (chunk) to the recipient

- The limit of der manageability of complex systems will be reached with the number of seven.  
By this you can explain many effects and recommendations:
  - Hierarchies are ineffective with more than 7 members in one flat.
  - You loose the overview if you pursue more than 7 goals in the same time.
  - Meetings with more than 7 participants loose efficiency.
  - A grouping in documents should not have more than 7 bullit points.
  - Avoid in a website more than 7 points of navigation.



## 2. One-Page -Only

### Result:

- More than 7 elements → the recipient chooses “his” elements ...



we moderate future



## 2. One-Page -Only

### Recommended contents in a report

1. Strategic data following the bussiness model.
2. Operative data according to the personal goals / responsibilities.
3. Problem: which goals have not been reached / have met the goals better than planned ?
4. Which activities / measures have been implemented by whom until when to solve a problem ?
5. Is there a need for decisions ?





## 2. One-Page -Only

### Example

#### Berichts-Scorecard:

Bereich: Fußballverein  
verantwortlich: Vorstand

1. strategische Zahlen							2. operative Zahlen								
Produkte / Ergebnis	Ist per 06	Abweichung zum Plan		Erwartung restl. Jahres-ende	Abweichung zum Plan			Ist per 06	Abweichung zum Plan		Erwartung restl. Jahres-ende	Abweichung zum Plan			
strategisch		in ME	in %	Zeit	in ME	in %	operativ		in ME	in %	Zeit	in ME	in %		
	12	0	0%	10	10	2	25%		3.462	-538	-13%	4.050	7.512	-488	-6%
	19	-2	-10%	20	39	14	56%		5.860	-140	-2%	5.600	11.460	-540	-5%
	12	-14	-54%	27	39	9	30%		4.780	-220	-4%	5.400	10.180	180	2%
	16	-1	-6%	25	25	5	25%		-13.797	453	-3%	-13.700	-27.497	1.003	-4%
									305	-445	-59%	1350	1655	155	10%
	15	1	7%	15	15	1	7%		95%	13%	16%	96%	96%	11%	13%
									650	-150	-19%	1100	1.750	550	46%
3. Probleme für die Zielerreichung							4. eingeleitete Maßnahmen					zuständig		Termin	
5. Entscheidungsbedarf												zuständig		Termin	

# Agenda

- 1 Show deviations
- 2 One-page-only
- 3 Sell news**

### 3. Sell news

#### Bla bla bla

- What do you want to say ?



→ Not the quantity, the content counts.

### 3. Sell news

#### The management has to decide

- What ?  
→ This is defined by the responsibilities and the goals of the manager.
- What is important for the manager? You have to talk with him.  
→ You have to clarify the goals with the management.
- Your reports have to promote and to claim decisions...

That´s all !

## Conclusion

- For every responsible manager there should be usually only one report
  - with one page
  - only max. 7 figures (chunks), with
  - description of existing problems
  - defined activities
  - need for decisions

<p><b>strategic</b></p>	<p><b>operational</b></p>
<p><b>Problems</b></p>	<p><b>Activities</b></p> <p><b>Decisions</b></p>

- More reports only on demand !



Give your management time for nicer things.



**Gracias**

## ICV International Work Group



**International Association of Controllers & Consultants**  
Controller & Consultants from six European countries are going to help every year one European company in processes, controlling and selling-ideas – nearly without any payment.  
Interested for 2018 ?  
**Ask me!**



Otra vez  
**gracias**

we moderate future



Herwig



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