



## *Making Finance & Controlling tangible*

How to promote financial decision-making competence within the company



New technologies are changing entire markets, product life cycles are becoming shorter. A company must be flexible in order to be economically successful.

In addition, many industries are currently facing unforeseen challenges due to exceptional political and economic situations.

This means that the demands on employees are changing. Only with well-trained employees a company is able to successfully get through times of crisis. If they are able to **act agilely and flexibly**, the company can make quick adjustments and course corrections.



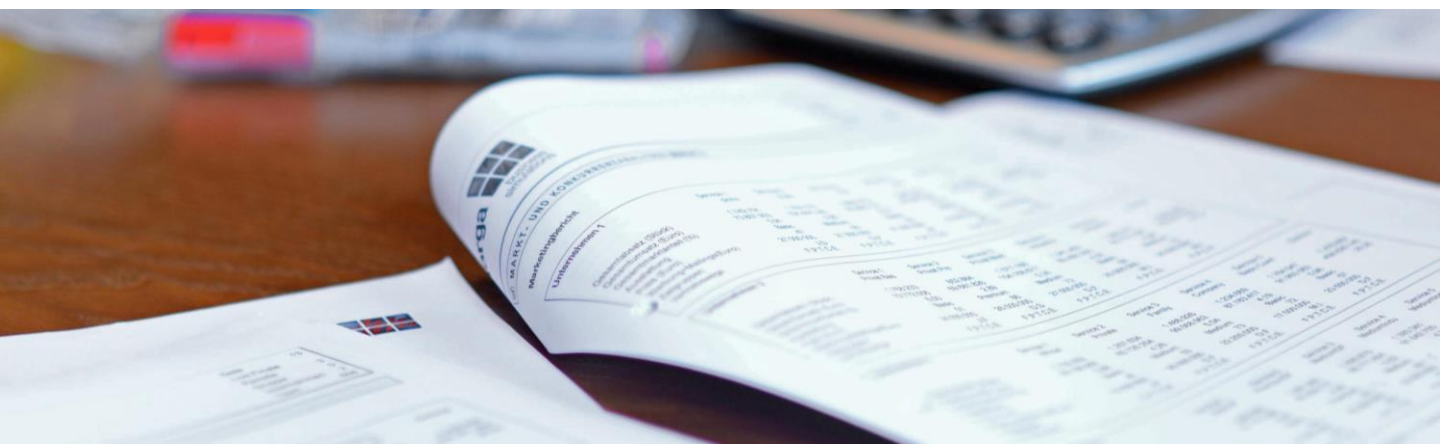
Steep hierarchies are hardly promising here. Flat hierarchies and short decision-making paths, on the other hand,

- save costs
- and accelerate processes.

This means that the middle level is making more and more decisions itself.

Employees can only make **competent decisions in the interests of the company** if they understand the overall corporate context and have an eye for the big picture. This must be strengthened.

Especially "non-financials" often do not have the business know-how to take a holistic perspective when making decisions. It is therefore important for them to be aware of the financial interrelationships within the company.





How can learners internalize abstract topics such as finance and controlling and include them in daily decisions?

A textbook or a classic business seminar can convey the theoretical basics. However, a deeper understanding of financial interrelationships only develops if employees also apply the knowledge and practice it in a **dynamic learning environment**. Similar to a flight simulator for pilots, business games create a complex training environment.



## What is a business game?

In business games participants steer their own fictional company. Participants learn which internal and external factors influence the economic success of their company. As a team, they compete with other teams.

Over several game periods, they **develop strategies, complete tasks and make operational decisions** in various business areas. Possible effects are simulated in the business game. From this, the participants can in turn draw conclusions for the subsequent game period - with the aim of positioning themselves more successfully than the competition.

The participants train management methods and teamwork according to the principle of "learning by doing" and recognize the underlying business contexts.

# How to promote financial competence and entrepreneurial thinking and action in business games

For many, finance and controlling is a foreign and abstract subject. This makes it more difficult to present it in a particularly tangible way.

Business games offer a solution here: they convey the basics of finance and controlling in a **playful and practical way**, thus reducing the fear of contact and making it easier to access the new field.

The teams weigh up the opportunities and risks of their own business decisions and implement them operationally. In doing so, they learn to take the **financial perspective** into account when **making decisions**.

Participants use information from controlling and directly experience the financial consequences of their decisions. In this way, they learn to assess the financial and business implications and make decisions based on these - in a practical way and in the safe environment of the business game.

They develop a strong understanding of how finance and controlling are linked to all areas of the company. Especially in times of crisis, these competencies are central to safely steering the company.



How do I make the right decisions when

- the logistics chains break down,
- prices for resources rise rapidly,
- the purchasing power of customers decreases due to galloping inflation,
- and good liquidity management becomes central?

Business games help employees to make these decisions faster and more confidently in their work environment.

A broad basic understanding of business management also forms a necessary level of communication between the decision-makers themselves - from controlling to upper management. After all, developing goals and implement them requires not only competencies, but also a common basis of understanding.

## How to convey finance & controlling with the MARGA business game

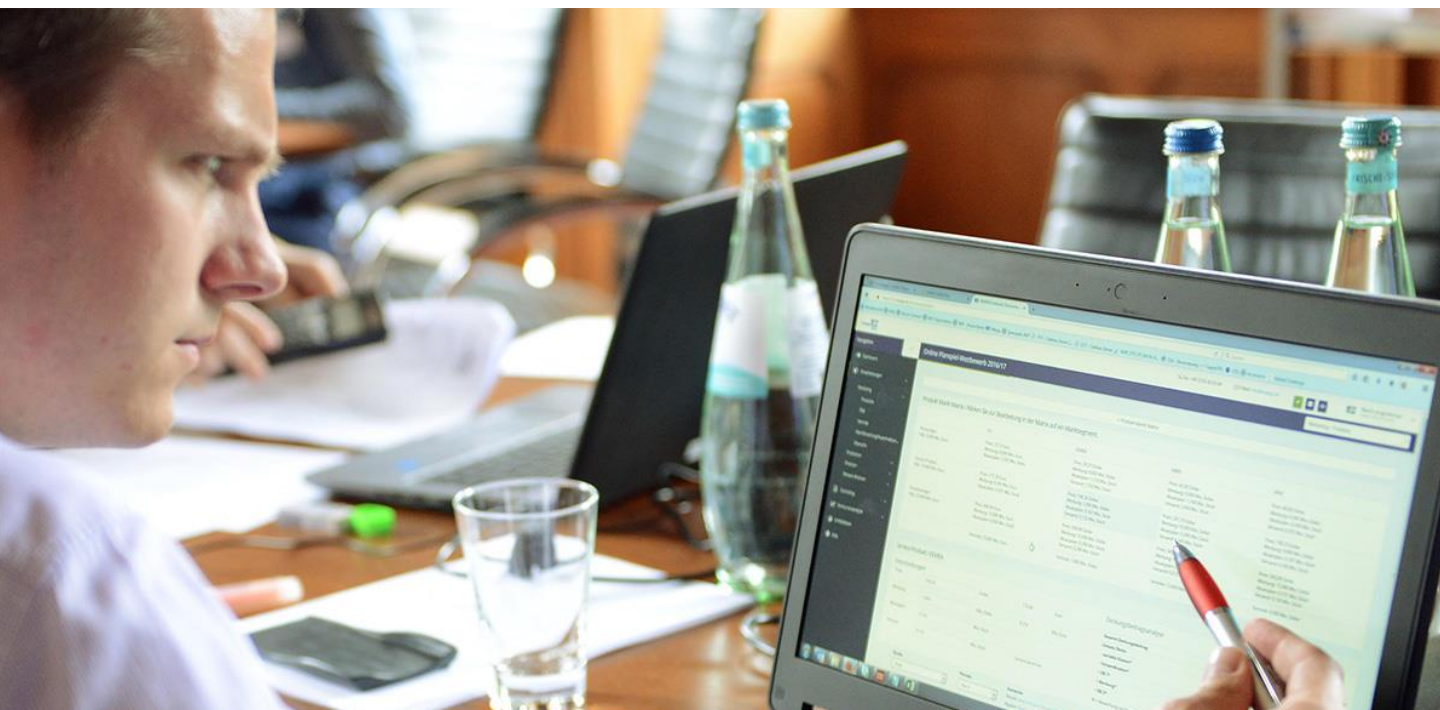
The MARGA simulation displays all important financial reports of a company.

1. Participants learn the structure of a balance sheet, income statement and cash flow statement.
2. They see how their own decisions affect the company's finances.
3. They derive important key figures.
4. They use information from cost accounting for their decisions.

In the MARGA business game, participants view things from a controlling perspective. Efficient controlling provides them with all the information they need to make well-founded operational decisions. They are challenged to adapt the financing of their company to their needs. In doing so, they face various challenges:

- Generating cash and securing liquidity
- Taking exchange rate fluctuations into account
- Coordinate payment terms
- Optimize working capital management
- Reduce captial costs

Participants will learn how difficult it is to be **liquid** and **profitable**.





The central key figure in the MARGA company is the **Economic Value Added (EVA)**. If the participants align their decisions with the financial target system, they recognize which factors determine the company value. In the process, participants get to know performance indicators such as EBIT, EBITDA, WACC or ROCE as drivers of EVA in a playful way.

Furthermore, **cost accounting** is an important part of the MARGA business game. If the participants calculate product prices too high or too low, this has a direct impact on EVA and other key figures. They deal intensively with full and partial cost accounting. In this way, they strengthen their understanding of pricing and the budget plan of a company.

## This is why professional support is so important

For non-financials, a business simulation can be challenging at the beginning. Therefore, experienced trainers accompany the participants during the MARGA business game by:

- personal tutoring
- subject-related webinars

Individual support during a business game program is important for sustainable learning success and thus a critical success factor.

In a business game, participants are largely self-directed. At MARGA, they receive additional support from a competent tutoring team. The participants discuss their questions with the tutors in a timely and individual manner and discuss their strategy and decisions.

Live webinars provide an important theoretical basis and establish a link to the content of the simulation. MARGA experts explain, among other things

- the structure of a balance sheet,
- how participants can use cost accounting to make decisions,
- or how to increase the value of a company.

Participants transfer the knowledge they gain directly to the business game. Especially for non-financials, the support is important in order to understand the content correctly. MARGA's top priority is therefore to provide professional support in the form of individual feedback.

## Digital or haptic: What is your favorite?

MARGA offers two options to experience finance and controlling in a business game.

### Digital

In the [digital business simulation](#), teams manage their own virtual company. Under realistic conditions, they make **management decisions** in various areas of the simulation company: marketing, production, human resources and finance.

A comprehensive **controlling tool** supports the teams in making well-founded decisions. It shows the drivers that influence the value of the company. In a dynamic and exciting business game competition, the participating teams compete against each other - fun and enthusiasm are guaranteed. The company with the highest enterprise value wins the competition.

### Haptic

With the [MARGA board game seminar](#), participants experience accounting in an analog and haptic way.

They see how money on the board increases or decreases as a result of their own decisions. During individual business periods, participants deal in detail with their company's world of figures. Starting from operational processes, they map the resulting money flows by moving coins on a game board.

The result is a complete set of annual financial statements that the participants prepare themselves. These form the basis for important business analyses and key figures, which the participants work out together.



Cash flow, inventory, profit and the rate of return are core issues within the cockpit of an organization. They ensure financial transparency, which in the first place makes complex organizations controllable. Like this, success and failure turn both visible and measurable.

# That's why you should use business games to promote financial competencies:

1. Participants experience abstract financial topics in a tangible way.
2. Participants develop entrepreneurial thinking and action and train their financial decision-making skills.
3. Through the "Learning by Doing" method, participants apply learned knowledge directly and playfully in concrete decision-making situations.
4. Business games can be flexibly integrated into existing training programs.
5. Business simulation games can take place completely digitally and ensure motivated and interactive learning even in the online environment.

*„ BUSINESS ADMINISTRATION IS AN ESSENTIAL COMPLEMENT TO THE SKILLS OF OUR JUNIOR EXECUTIVES. THE TRANSFER OF KNOWLEDGE THROUGH THE GAMING ENVIRONMENT IS PARTICULARLY ATTRACTIVE. WE HAVE HAD GOOD EXPERIENCE THROUGH THE COMBINATION OF COMPETITION AND LEARNING.“*

*DR. THOMAS KARCHER, OPERATIONS DIRECTOR  
VINNOLIT GMBH & CO.KG ABOUT THE MARGA BUSINESS GAME*



Feel free to contact us if you have any further questions. [Click here to schedule a non-binding consultation.](#)

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