



Making Finance & Controlling tangible

**How to promote financial decision-making
competence within the company**

The rapid development of new technologies is turning entire markets upside down and dramatically shortening product life cycles. In our fast-moving world, change is becoming a constant. To survive in this environment, companies must not only keep pace, but also actively shape change – flexibility is becoming a success factor. But it is not only technological innovations that are increasing the pressure. Political and social upheavals also bring major challenges.

In these challenging times, the key to success is an agile and well-trained workforce. Companies that empower their employees to act flexibly and proactively can not only react to crises, but also use them as opportunities for innovation and growth. This enables them to make quick course corrections and ensure competitiveness even in challenging times.



In a world that requires quick decisions, steep hierarchies are becoming less and less important. Flat hierarchies and short decision-making paths reduce costs and speed up processes considerably.

This means that middle management is increasingly making decisions on their own responsibility. Employees should not just think in terms of their own area, but should have the entire company in mind. Only those who understand the big picture can make the right decisions in the interests of the company.

This is both a challenge and an opportunity: it is important to promote this entrepreneurial thinking in a targeted manner and thus create the basis for sustainable success. Non-financials in particular often lack the business know-how to take a holistic perspective when making decisions. It is therefore important that they deal with the financial interrelationships within the company.

How can learners not only understand abstract topics such as finance and controlling, but also incorporate them into their daily decisions?

A textbook or a classic business administration seminar lays the theoretical foundation. A deeper understanding can only be gained through practical application, where employees actively use their knowledge. Business games offer a valuable opportunity here: similar to a flight simulator, they create a dynamic, complex training environment in which theoretical knowledge can be put to the test in realistic scenarios.

What is a business game?

In business games participants manage their own fictitious company. They experience at first hand how internal and external factors influence the economic success of a company. As a team, they compete with other teams.

Over several game periods, they develop strategies, overcome challenges and make operational decisions in various areas of the company. The effects of their actions are realistically simulated in the business game. This allows them to draw valuable conclusions for the next game period – with the aim of outperforming the competition and competing successfully.

Through "learning by doing", participants not only train management methods and teamwork, but also develop a deep understanding of the underlying business contexts.



How to promote financial competence and entrepreneurial thinking and action in the business game

For many, finance and controlling is a foreign and abstract subject area. This makes it all the more important to convey these topics in a tangible and understandable way. Business games offer the ideal solution here: they give participants an understanding of the basics of finance and controlling in a playful and practice-oriented way, reduce fear of contact and make it easier to enter this complex field.

In business games, teams weigh up the opportunities and risks of their business decisions and implement them operationally. In doing so, they learn to consistently include the financial perspective in their considerations. They use controlling information and directly experience the financial consequences of their decisions.

In this way, they learn to assess financial and business management effects and make decisions based on this – 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 skills are crucial for successfully managing a company and keeping it on course.



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 creates an essential basis for communication between the decision-makers – from controlling to top management.

Developing and successfully implementing common goals requires not only professional expertise, but also a common language and a shared understanding. Only in this way ideas and strategies can be communicated effectively and put into practice.

How finance & controlling are taught in the MARGA business simulation

The MARGA business simulation depicts all of a company's key financial reports.

- Participants learn about the structure of a balance sheet, income statement and cash flow statement.
- They see directly how their own decisions influence the company's finances.
- They derive key performance indicators.
- They use information from cost accounting to make decisions.

In the MARGA business game, participants take on the perspective of controlling. An efficient controlling provides them with all the data they need to make well-founded operational decisions. They are faced with the challenge of adapting the financing of their company to meet their needs. At the same time, they are faced with a variety of tasks, such as

- Generating cash and securing liquidity
- Taking exchange rate fluctuations into account
- Coordinating payment terms
- Optimizing inventories in working capital management
- Reducing capital costs

Participants experience how challenging it is to be **liquid** and **profitable**.

The aim is to lead the own company to success. You decide which success factors are decisive. The MARGA business game is flexible and can be individually tailored to the key performance indicators of your company.

Key performance indicators such as MARGA Value Added – based on surplus profit of a company – sales, EBIT margin, free cash flow and ROI can be integrated as key indicators of success. Participants base their decisions on the financial target system and recognize which factors determine the company's value. In doing so, they learn about performance indicators such as EBIT, EBITDA, WACC and ROCE in a playful way.

Another key area of the MARGA business game is cost accounting. If the participants calculate product prices too high or too low, this has a direct impact on the key figures. They deal intensively with full and partial cost accounting. This strengthens their understanding of pricing and a company's budget plan.

That is why professional support is important

For non-financials, getting started with a business simulation can be challenging. That's why experienced trainers support the participants during the MARGA business game – through personal tutoring and specialist webinars.

Individual support is crucial for sustainable learning success and therefore a critical success factor. In the business simulation, participants are largely self-directed. At MARGA, they are supported by a competent tutoring team. Participants discuss their strategy and decisions with them promptly and individually.

Live webinars create important theoretical foundations and link them directly to the content of the simulation game. MARGA experts explain, among other things, the structure of a balance sheet, the use of cost accounting for decision-making and the implementation of strategies.

Participants transfer the gained knowledge directly to the business game. Support is particularly important for non-financials in order to understand the content correctly. Professional support through individual feedback is therefore one of MARGA's top priorities.



Digital or haptic: which is your favorite?

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

Digital

In the digital business game, the teams manage their own virtual company. Under realistic conditions, they make management decisions in areas such as marketing, production, HR 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. The participating teams compete against each other in a dynamic and exciting business game competition – fun and enthusiasm 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 increases or decreases on the board as a result of their own decisions. During individual business periods, the participants deal in detail with the world of figures in their company. Based on operational processes, they map the resulting cash flows by moving coins around a board.

The result is a complete set of annual financial statements, which the participants prepare themselves. This forms the basis for important business analyses and key figures, which the participants work on together.

Cash flows, inventories, surpluses and returns are key figures in the company's cockpit. They ensure the financial transparency that makes complex organizations controllable in the first place. They make success and failure in the business game visible in a playful way and goals measurable.

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

- Participants experience abstract finance topics in a tangible way.
- Participants develop entrepreneurial thinking and action and train their financial decision-making skills.
- Through "Learning by Doing", participants apply learned knowledge directly and playfully in concrete decision-making situation.
- Business games can be flexibly integrated into existing training programs.
- Business 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 experiences through the combination of competition and learning"

**Dr. Thomas Karcher, Operations Director
Vinnolit GmbH & Co. KG about the MARGA business game**

Are you interested in a MARGA business game?

Feel free to contact us if you have any further questions. [Click here to book an individual consultation.](#)



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