

Preface and acknowledgements

It seems a long time ago but I recall that at some point in early 2008 my colleague Trond Bjørnenak and I started having discussions with Bjarte Bogsnes, a senior executive at the Norwegian petroleum company Statoil ASA, about what was then the very novel concept of “Beyond Budgeting.” Trond and I were quickly won over by the notion that Beyond Budgeting was potentially so significant for the management of large, complex organizations in dynamic environments that it deserved serious and protracted attention. Wheels were set in motion and within a matter of months Trond and I, with the support of Statoil, had established the five-year “Beyond Budgeting Research Program.”

It has been an exciting journey, and five years later we are now a research group comprising some 20 researchers spread across a range of European business schools focusing on management control systems and their relationship to other fields of research such as leadership, organizational performance and individual motivation. This volume contains a selection of the most significant research findings from the program.

The Beyond Budgeting Research Program in general, and this volume in particular, would not have been possible without the assistance, support and commitment of many colleagues, associates and friends. First, on behalf of the research group, I would like to express our sincere gratitude to Statoil ASA and its generous funding of the program throughout its five years. In particular I would like to thank our contact at Statoil, Bjarte Bogsnes. Throughout the program Bjarte has played a number of highly significant roles. At Statoil he has been a door-opener enabling our researchers and students to gain access to Statoil’s global operations. He has introduced us to the wider Beyond Budgeting community based around the Beyond Budgeting Round Table. At our workshops he has contributed with presentations of new developments at Statoil and his evolving views on Beyond Budgeting. In regard to our research as it has progressed, Bjarte has been a robust, lively and at all times immensely constructive commentator.

In addition to thanking my co-editors, Paul N. Gooderham and Hanne Nørreklit, for their astute and rigorous approach to organizing and shaping this volume, I also want to thank all of the authors for their effort,

creativity and patience as their chapters proceeded through a demanding review process.

Finally I would like to thank the Beyond Budgeting Research Program coordinator, Christian Eide Andvik, for his dedication in keeping us on track with this volume and our language editor, Tina Pedersen, for her editorial efforts.

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