

CONTROLLER[®]

CONTROLLING INTERNATIONAL

Magazin

SPEZIAL

BIG CONTROLLING – BIG SUCCESS

**40 YEARS OF INTERNATIONAL
CONTROLLER ASSOCIATION IN EUROPE**



ICV and IGC:
The interrelationship
between IGC and ICV

ICV: **Big Data**
Serbia: **Number 2 in controlling**
Czech Republic: **Business management process**

40
YEARS
EST. 1975



International
Controller Association



**Shine with knowledge.
Radiate competence.**

CA Controller Akademie's leading Qualification and Training Program in 5 stages.

You experience all the necessary hard and soft skills required in the field of controlling.

Dates throughout the year:

Stage I

Controlling & the Controller

13–17 October 2014

09–13 March 2015

Stage III

Reporting & Communication

23–27 March 2015

Stage V

Presentation & Moderation

22–26 June 2015

Stage II

Controller's Toolbox & Finance

20–24 July 2015

Stage IV

Planning & Implementation

21–25 September 2015

Enrol now!

CMA® Certification for Professionals with CA controller akademie

CA controller akademie is offering an exclusive CMA® package in cooperation with IMA® between October 2014 and April 2015. It encompasses the complete CMA study package as well as a tutorial with live instructor-led sessions.

For more information and registration visit

www.controllerakademie.de/international or contact
phone +49(0)8153-889 74-0, kontakt@ca-akademie.de

CA controller akademie®
Corporate Controlling in Practice

CONTENTS

- 2 ICV and IGC**
The interrelationship
between IGC and ICV
- 4 Big Data**
“Enabler“ of the controllers’
role as business partners
- 6 CA International**
International customer controlling
A look beyond borders
- 7 Spain**
Successful Cooperation
- 9 Hungary**
Controllers’ communication skills
- 10 Poland**
8th International Controller Congress
- 11 German-Polish Working Group**
1st Polish-Russian Working Group
- 12 Croatia**
ICCC International Controlling
Conference in Croatia
- 14 Serbia**
Number 2 in Controlling
- 16 Czech Republic**
Business management
process based on the M-C model
- 18 Belarus**
Controlling in Belarus
- 19 Russia**
Strategy Conference in Kaliningrad
- 20 Working groups in Europe**

IMPRINT

CONTROLLER MAGAZIN SPEZIAL IS A SPECIAL EDITION
OF THE TRADE JOURNAL CONTROLLER MAGAZIN AND
APPEARS ONCE A YEAR.

ISSN 1616-0495, order no. 5001, Postal distribution: E 12688

EXECUTIVE PUBLISHER

Controller Magazin, Dr. Markus Kottbauer

PUBLISHER Verlag für ControllingWissen AG



Münchener Str. 10, 82237 Wörthsee
Tel. +49 (0)800 72 34 269 | Fax +49 (0)800 50 50 445
info@vcw-verlag.de, www.controllerwissen.de

Registered in the commercial register Freiburg i.Br. HRB 471840
Board of directors Dr. Markus Kottbauer, Dipl.-BW Andreas Meya

Advertising Haufe-Lexware GmbH & Co. KG, Im Kreuz 9,
97076 Würzburg, www.haufe-lexware.com

Advertising sales Thomas Horejsi, Tel. +49 (0)931 2791451,
Fax: +49 (0)931 2791477 E-mail: thomas.horejsi@haufe.de

Advertising coordination Monika Thüncher,
Tel. +49 931 2791464, Fax: +49 (0)931 2791477
E-mail: monika.thuencher@haufe-lexware.com

Advertising manager Bernd Junker, Tel. +49 (0)931 2791556
E-mail: bernd.junker@haufe-lexware.com

Editor Hans-Peter Sander, hp.sander@eastwestcom.net,
deyhle & löwe Werbeagentur GmbH

Design deyhle & löwe Werbeagentur GmbH, Gauting
www.deyhleundloewe.de

Picture credits Cover gettyimages, content Thinkstock

Printer Kessler Druck + Medien GmbH & Co. KG, Bobingen

Welcome to the 2014 issue of “Controlling International”!

In 2015 the International Controller Association (ICV) will celebrate its 40th anniversary. Just like “controlling” itself, the ICV is a success story in the truest sense of the word: controllers contribute what really matters to their companies.

To enable more and more colleagues to do so, the ICV introduces best practice controlling methods and tools at conferences and working group meetings in by now 15 European countries. We report here on such events, which have turned out to be huge successes thanks to the commitment of the ICV members.

This issue is also dedicated to one of the current key topics in the controlling community. Apart from “Sustainability & Controlling” we are focusing on these questions in 2014: “Which effects will Big Data have on controlling, and how we can prepare for this new challenge?” The topic was first introduced in 2012 and was worked on by the ICV think tank (“Ideenwerkstatt”) until spring 2014. Big Data is still being actively discussed by the ICV community and is set to remain a hot topic for a few more months to come. Please join in the discussion!

When I prepared this new issue I was pleased about two articles written in countries where ICV has not yet set up any regional working groups. Reading these reports from Belarus and the Czech Republic, you'll discover that even in these countries the time has come for an exchange of experiences, transfer of knowledge and collaboration among colleagues.

As the responsible editor of today's issue I'd like to thank all authors. They have managed to draw a multifaceted and very appealing picture of controlling in Europe today.

Hans-Peter Sander

Head of PR / New Media ICV

H.-P. Sander

P.S. If you, dear reader, don't want to wait for news from the controlling community until the next issue goes to print in 2015, you are welcome to subscribe our free monthly English e-newsletter “International Controller's e-News” (via www.controllerverein.com). Non-German-speaking ICV members receive an English “Controller's Bulletin” with news and selected special interest articles every 3 months.



THE INTERRELATIONSHIP



Prof. Dr. Heimo Losbichler,
Chairman of the
International Group of
Controlling IGC
and
Vice Chairman of the
International Controller
Association ICV



The International Group of Controlling (IGC) is celebrating its 20th anniversary next year. Nevertheless, many ICV members find it difficult to answer questions about the purpose of the IGC and its connection to the International Controller Association (ICV). Reason enough to explain the successful cooperation between the two organisations.

The International Group of Controlling was founded in 1995 on the initiative of the International Controller Association. It has its headquarters in Switzerland, St. Gallen and, like the ICV, is a non-profit organisation. The bylaws stipulate that the International Controller Association can appoint the

Chairman of IGC. IGC and ICV are sister organisations that have the common goal to spread the German-speaking controlling philosophy, coined by Albrecht Deyhle, internationally. Nevertheless, the organisations differ in terms of their main activities, size and membership structures.

ICV

MEMBERS

Controllers, practitioners

NUMBER OF MEMBERS

More than 6,000 individuals and 100 company memberships

MAIN OBJECTIVE, VALUE PROPOSITION

Benefits for practitioners by sharing experiences among practitioners, development of solutions for specific practical problems, focused on current issues

SERVICES

Local work groups, expert groups, conferences, website, blogs, statements, white papers, etc.

IGC

MEMBERS

Organisations that operate in the field of controlling, in particular in training and education

NUMBER OF MEMBERS

35 organisations

MAIN OBJECTIVE, VALUE PROPOSITION

Standards for fundamental controlling issues, quality assurance in the training of controllers

SERVICES

Controlling Standards (dictionary, controllers mission statement, controlling process model, controlling process KPIs, certification training programmes, etc.)

Although the work of IGC has a direct impact on controllers in practice, it does not address them directly.

Rather, IGC communicates primarily with controllers through its member organisations. The work of IGC is limited to the development, dissemination and updates of fundamental controlling standards. Typically, a standard is created by a project team consisting of the members of IGC over a period of one to two years and officially put in place at IGC's annual meeting. IGC members commit to these standards. Thus, IGC is a platform which includes a broader membership, helping to establish a widely accepted controlling philosophy. The most important, previously established standards are:

- The controller dictionary, which defines the basic terms and thus represents the basis for all further standards
- The controller mission statement, which defines the role and responsibilities of controllers
- The controlling process model, which describes the main controlling activities and their interaction
- The controlling process KPIs, that enable the planning, assessment and control of the controlling processes

IGC is currently developing a standard for a controller competency model as the basis of effective training. The publications of IGC are limited to the mentioned controlling standards. They give direction and complement the variety of ICV's practical publications.

BETWEEN IGC AND ICV

IGC – THE INTERNATIONAL VOICE OF CONTROLLING

VISION

- We set and establish internationally recognised standards for controlling and the required education and training

MISSION

- We are an international platform of institutions and organisations that understand controlling as a core element of sustainably successful management. We develop, coordinate and disseminate
- an international, uniformly applicable controlling concept and terminology,
- the profession and role of controllers as partners of management,
- standards for the qualification of controllers and managers.

MISSION STATEMENT

As partners of management controllers make a significant contribution to the sustainable success of the organization. Controllers ...

1. design and accompany the management process of defining goals, planning and management control so that every decision maker can act in accordance with agreed objectives.
2. ensure the conscious preoccupation with the future and thus make it possible to take advantage of opportunities and manage risks.
3. integrate an organisation's goals and plans into a cohesive whole.
4. develop and maintain all management control systems. They ensure the quality of data and provide decision-relevant information.
5. are the economic conscience and thus committed to the good of an organisation as a whole.

In addition to the controlling standards, IGC has created certification guidelines for training in the field of controlling. Today, in Germany the training programmes of the Controller Akademie and Horvath Akademie, in Austria ÖCI and Wifi Wien, in Hungary Horvath & Partners (IFAU) and in Croatia Business Effectiveness are certified.

Compared to the work of ICV, IGC manages fewer initiatives but these are significantly more fundamental. The International Group of Controlling is headed by the management board. The board is elected by the members and consists of five representatives. Currently, the management board is composed of the Chairman Prof. Heimo



Managing Committee of the IGC:
The current committee consists of following members:

Dr. Klaus Eismayer
Wörthsee/Germany

Prof. Dr. Heimo Losbichler
(Chairman), Steyr/Austria

Univ. Prof. Dr. Ronald Gleich
Stuttgart/Germany

Dr. Rita Niedermayr-Kruse
(Vice-Chairman), Vienna/
Austria

Dr. Lukas Rieder
(Vice-Chairman), St. Gallen/
Switzerland

Losbichler as the representative of ICV, Vice Chairman Rita Niedermayr (ÖCI, Austria), Lukas Rieder (CZSG, Switzerland), Prof. Ronald Gleich (Horvath & Partners, Germany) and Klaus Eismayer (Controller Akademie, Germany). Honorary president is the long-time chairman of ICV and IGC, Wolfgang Berger-Vogel.

ICV and IGC are aligned. The two organisations work closely together, and many IGC members are also members of ICV.

However, IGC and ICV have a clearly defined and distinct mission and benefit mutually from each other. ICV is able to bring its practice-oriented expertise into the standard setting

process, thus creating impact beyond its membership base. IGC, in turn, can take into account the needs of business practice and approach controllers directly through ICV. The cooperation of ICV and IGC has proven to be a model for success. As a consequence, IGC was able to attract IMA as a new member working on a globally accepted controlling approach.

BIG DATA:

"ENABLER" OF THE CONTROLLERS' ROLE AS BUSINESS PARTNERS

A new White Paper by the International Controller Association "Big Data – a blessing for the controlling?" describes the consequences of Big Data.

The impact of Big Data on companies, as well as the consequences for the controlling and the controllers' responsibilities are in the spotlight. The controlling community is discussing questions such as "Is Big Data bringing old dreams to life in the planning and controlling process or is it simply old wine in new bottles?" or "Is Big Data strengthening or weakening the controllers' role?" These discussions are gathering new momentum owing to the White Paper by Siegfried Gänblen, Chairman of the International Controller Association e.V. (ICV) and CEO of Hansgrohe SE, and Prof. Dr. Heimo Losbichler, ICV Vice-Chairman of the Fachhochschule Steyr (Technical University of Steyr, Austria) fields of study in controlling, finance and accounting.

Big Data is a central issue in the controlling community. A clear signal is the fact that the "Big Data" themed area at this year's annual Controller Congress in Munich, Germany, experienced an immense rush of visitors. The ICV Think Tank workshop presented a Dream Car Report at the conference. The Think Tank, which included a team of experts consisting of specialists in practice, scientists and consultants, evaluated future topics for controlling and came to the following conclusion: Big Data is providing high potential for improving planning and business management processes; its implementation is to be verified thoroughly by means of controlling in order to identify its real added value; controllers are mainly required as business partners for integrating Big Data into corporate management.

According to the experts of the ICV Think Tank, the increasing volume of data together with new processing options offer completely new opportunities for controlling. Getting access to monetary and non-monetary information of various kinds enables controllers to discover new options for improved planning and controlling processes on different levels of corporate management.

Big Data is, at the same time, a great source of a whole range of new challenges for controllers who themselves have to actively cope with this issue. Along with other responsibilities, they have to know which data and which technologies

of data management are available. To this end, their special expertise is required with regard to analysis techniques and visualisation options. According to an urgent appeal in the White Paper, controllers are more than ever challenged to attend further training programmes and to explore new competence fields introduced by Big Data, "as two new professions have developed, the business analyst and the data scientist, with competences and fields of activities overlapping with the ones of the controller."

BIG DATA FROM THE CONTROLLERS' POINT OF VIEW

The Think Tank's definition of Big Data is "the analysis and real-time processing of huge unstructured and permanently flowing data packages coming from a variety of different data sources in order to create credible information and build a platform for profit-orientated decisions."

According to the Gänblen and Losbichler ICV White Papers, Big Data primarily comprises three stages of the information management process: information development, information transfer and information processing. Sensors, bar codes, RFID, GPS, internet applications, etc. provide access to incredible amounts of data and information unavailable until now. Cloud computing, in-memory applications and new transfer technologies are helping to forward and process information with unthinkable velocity, observing and evaluating it in real time by means of smartphones, tablets, etc. any time and anywhere in the world. Companies are able to easily receive quickly and in real time knowledge from Big Data concerning business partners, markets and business processes, balanced provision of resources, background information on margins and costs as well as on risks and opportunities. The possibility of discovering totally new fields of information might offer a big competitive advantage, especially when connecting these fields.

EFFECTS OF BIG DATA ON CONTROLLING PROCESSES AND ON CONTROLLERS

According to Gänblen and Losbichler, the effects of Big Data on the controlling process are initially to be found in the new potentials of information supply and decision sup-



port management. A new transparency is created by the huge amounts of data unavailable until now with regard to clients, products, resources and business processes, as well as new processing and analysis options influencing the overall processes of controlling; from strategic planning and budgeting to reporting and cost calculation through to risk management. Alongside this process it is inevitable to adjust the business control model system to Big Data in order to define a data model with regard to individual business requirements, and to structure and assess the available data.

The second effect concerns the option to visibly automate the processing and analysing of information. Controlling processes are becoming more and more efficient and significantly faster by implementing new technologies such as in-memory processing or new analysing functions. Controllers face the challenge to adapt to this speed. Automation will take over parts of the actual duties and responsibilities of controllers. The additional capacities can be used for “high-value” activities, according to Gänßlen and Losbichler. Big Data might enable controllers to work more intensively on the implementation of figures and less intensively on their compilation – Big Data as an “enabler” of the business partner role. The authors remind us that the opportunity for automation and higher efficiency is to be regarded as an obligation at the same time, because without automation and increasing efficiency these data amounts would not be manageable in the future and the growing demands of executive managers could no longer be met.

The third consequence in order to benefit from Big Data will be the necessity to process increasingly growing piles of data and endless rows of figures not only in an efficient way but also to transfer them into a meaningful control information system by means of excellent reporting design and new forms of visualisation.

BIG DATA PROVIDES DECISION SUPPORT

Finally, facing the obvious effects of Big Data on the controlling process, one must not forget that it does not only change the controlling process but also the whole world of business (see Industry 4.0). In order to successfully exist as partners of management, controllers in the process of Big Data transformation are not allowed to be satisfied with the changes within the controlling process or to be too focused

on themselves. On the contrary, they have to visualise the effects on the company as a whole.

According to the ICV white paper, Big Data will further strengthen the developments of the preceding 20 years towards a higher qualified position of controllers and will definitely not end in the elimination of the controller. As soon as controllers understand the potential of Big Data and react proactively, Big Data will offer an enormous opportunity for them. The design of the business data model, the structuring and assessing of mainly unstructured, unsecured external data (e.g. from social media) or the selection and implementation of analysis models (the controller as data scientist) are examples of new areas of use.

In the ICV's view, controllers will take on the role of a sparing partner as a critical counterpart with an individual opinion. It might be well understood that by means of Big Data it may become more and more possible to create an “IT system opinion”, making concrete decision proposals to be included into the controlling process. These would be, however, considered only as support for making decisions – Decision Support - and not as a threat.

MONITORING THE BIG DATA TRANSFORMATION

Despite the positive technological developments, Big Data is to be seen as a long-term, far-reaching transformation which does not only affect the fields of activities of controllers but also the entire company. Big Data will change corporate management decisively (Industry 4.0). Controllers should use their existing competences, particularly their overview of the company-wide processes, in order to restructure the value-added chains within companies and, thus, to additionally increase the competitiveness and profit margins. Controllers are predestined for monitoring the Big Data transformation due to their general overview.

ICV's Dream Car and White Paper are milestones when discussing this issue in the controlling community. At the same time they are the basis for further debates about this special topic within ICV, in particular in the ICV expert group, “Business Intelligence”. This network of experts will, among other things, continue to work on this issue by order of the chairman to develop a controllers' guideline for the business routine in companies.

INTERNATIONAL CUSTOMER CONTROLLING

A LOOK BEYOND BORDERS

Amid all the Big Data, have we lost sight of our customers?

Big Data poses special challenges. Despite or perhaps even because of Big Data, many of us are still "flying blind." Yet the BI tools that make Big Data manageable and meaningful to use are exactly what enable us to take a further important step in customer controlling.

We are international – our customers are too!

Not every customer is tied to a branch or a country. A bad customer in one country does not necessarily mean a bad customer for the group. Business processes are internationally connected. For example, it is no longer a rarity that a global key account manager (GKAM) may work for corporate headquarters in the US and yet close a big order for Mexico. So, where do you show the costs of this GKAM now – on the income statement of the US, at corporate headquarters, or in Mexico, where the revenue from the order is actually recorded?

An international customer result account provides transparency.

To do that, you need worldwide multi-level contribution accounting by customer. Initially, we compile the product margins on the customer orders. Then I recommend that you deduct cash-effective costs that are controllable in the short term. Depending on the sector, these can be, for example, sales reductions in the broader sense, service charges at the retail level, warranty and goodwill costs, catalogue participations, entertainment, etc. After a contribution margin II is calculated, we deduct

the expenses associated with "looking after" the customer. These include, for instance, activity-based expenses for order processing, consulting and training services as well as the costs for complaint management and customer support by our internal and external sales teams or the global key account team.

Don't worry about some gaps!

When segmenting customers, it doesn't matter whether the customer result is exactly right. Rather, what's important is the order of magnitude and the relative position in comparison with other customers. After all, it is certainly true that a customer who places daily orders causes more ordering expense than one who places an order just once a week, meaning it doesn't matter if you book costs of 9 or 11 for an individual order.

Customer portfolios allow a holistic view.

In addition to the operating customer result, the strategic importance of the customer must be taken into account, too. Who are your "dilemma customers" – i.e., those with high strategic importance but a poor customer result? How many of them can we afford (budget!), or is there something we can do about the activity-based expenses associated with these customers?

To achieve sustained success in customer relationships we need a holistic view of our customers.

Happy customer controlling

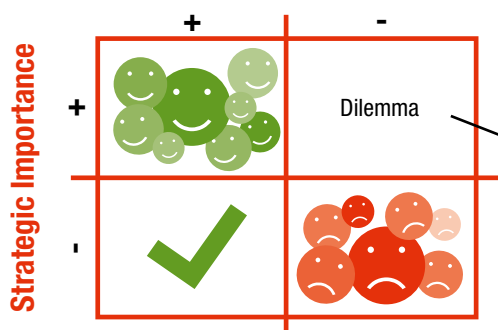
Dietmar Pascher



Dietmar Pascher,
Partner and Trainer of the
Controller Akademie AG,
Manager International
Program



Customer Result



Action Customer Y		
What	Who	When
Volume Prod. mix Processes		

Customer Result Account

	Entity 1	Entity 2	World
Gross Sales	1700	1500	3200
- Discounts	100	30	130
Net Sales	1600	1470	3070
- Product costs (var. costs)	550	350	900
Contribution I	1050	1120	2170
- out of pocket expenses	170	150	320
- short term controllable costs	75	45	120
Contribution II	805	925	1730
- activity based costs subsidiary directly allocatable to customers	45	15	60
	25	5	30
Contribution III	735	905	1640
- activity based costs global			720
Customer Result			920

SUCCESSFUL COOPERATION

ICV EXPERTS AT CONFERENCES

SPAIN



Ulrich Müller Bosom,
Leader ICV working group
Spain

This year, the **3rd ACCID Conference** brought together 250 accounting and business management professionals at the University of Girona.

The ACCID (Associació Catalana de Comptabilitat i Direcció) organises a conference in Spain every two years. This year the conference took place in Girona on 30th May in cooperation with the ICV. The aim of the conference was to discuss the most current management issues related to standards and best practices in the areas of accounting and controlling. It also addressed the objective of the ACCID to become a meeting point for professionals and academics in the world of accounting and controlling in order to improve the transparency and quality of financial information.

In this third edition, held at the headquarters of the Faculty of Economics and Business of the University of Girona, several simultaneous conferences and workshops on current issues regarding accounting and management were organised. Ten simultaneous workshops were held on topics such as management control in business, developments in accounting standards, the tax reform in 2014, standards in accounting and management of cooperatives and non-profit organisations.



Some of the speakers under the theme "Controlling in SME" were Pau Guerrero, CFO of Corporación Cervino and Francisco M. López, Managing Director of Rando MMC, who spoke about their experiences on good controlling principles in SMEs. Ulrich Müller Bosom, head of the ICV working group Spain, also discussed the latest developments in controlling.

Next year on the 28th and 29th of May, ICV Spain plans to participate in the 6th ACCID Congress in Barcelona. Invited speakers are Prof. Heimo Losbichler and Dietmar Pascher. More than 800 people are expected to attend this Catalan Congress, which will take place at the University of Abad Oliba in Barcelona.

The Spanish ICV working group together with the Circulo Controller tries to broaden the controlling understanding of the ICV members. In collaboration with the German Chamber of Commerce, the Controller Akademie, the ACCID and recently also ASSET (Spanish association of finance people with more than 600 members) organise many activities including breakfast meetings, monthly "Stammtisch" meetings and conferences, as well as congresses and seminars that are organised during the year by a small working group of six people. All of this can be achieved thanks to this group of people and the support of the named institutions. Happy controlling!



GREAT SUCCESS OF THE 1ST CONTROLLING SEMINAR IN MADRID



Nearly 30 participants joined the first two-day controlling seminar in Madrid at the offices of the German Chamber of Commerce (AHK). The seminar was delivered in Spanish by Dietmar Pascher, trainer of the Controller Akademie in Munich. The idea in the future is to implement the Controller Akademie in Spain with the support of Ulrich Müller Bosom, Managing Director of UMB Training. The participants of these three-day seminars will have the option to complete parts of the five-stage Controller Akademie programme in Spanish.



CONTROLLERS' COMMUNICATION SKILLS

TRAINED IN ICV WORKING GROUPS OF HUNGARY



MCE Hungarian Controlling Association stands for the professional community of controllers in Hungary intending to contribute actively to the improvement and expansion of controlling culture in Hungary.

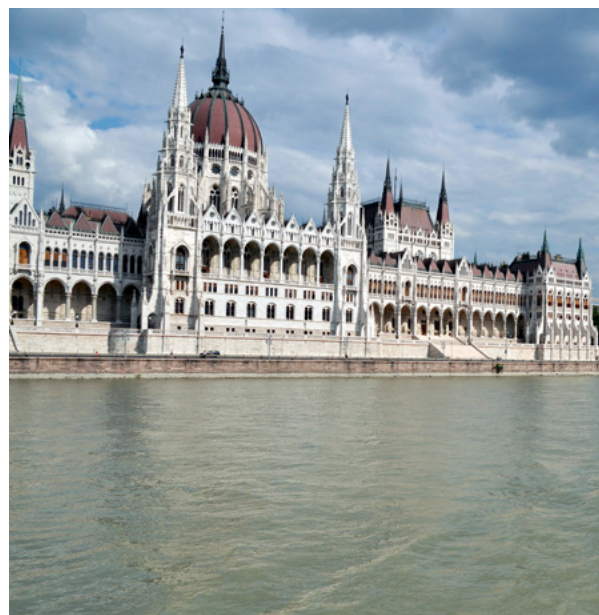


Andreas Kovacs,
Leader of the working
group 2 Budapest
and member of the board
of MCE, Hungary

In 2006 two ICV working groups were founded in Budapest, Hungary. Since then both working groups have organised workshops with current and fascinating topics twice a year. We started with the example of the Balanced Scorecard of the Budapest Public Transport Corporation. Since then we have dealt with professional issues like Shared Service Center organisation, measuring immaterial assets, scenario methodology for strategic planning, project management, business simulation games, change management, controller roles, controller communication, time management and so on.

It may be remarkable that a certain trend has been perceptible from hard facts towards softer themes in our profession. While in the beginning we discussed professional business-related issues, recently a lot more emphasis has been put on psychology, communication and behaviour-oriented topics like project management, controller roles and communication. Also, the working methods of ICV workshops became more interactive with small groups, experimental case studies and role-playing.

This trend reflects the perception of the possibility that the problems might be primarily caused on the emotional level of the affected persons. The rising awareness of this fact was significantly apparent during the role-playing activities exploring different situations related to controller roles or controllers' communication with their managers. These role-plays caused a lot of fun in the working group, and besides they were thought-provoking and improved awareness towards the above-mentioned phenomenon. In terms of controlling, this can be summarised as follows: "If there are problems in front of the controlling circle the reason and the solution might be found behind the controlling circle".



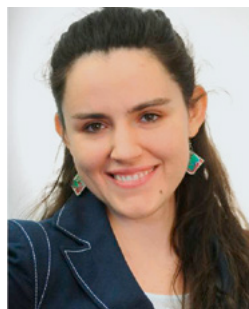
Another observation in this context regarding controllers' communication that might be valid for communication in general: it is less important "what" your partner says than "how and why" he or she does it. Being aware of this gives you hints about your partner's actual emotional situation and his or her motivation. Not only the facts but also the processes of communication and interaction are very important to pay attention to in order to understand the ongoing communication process. Following and noticing the communication process uncovers the problem and extends your range of understanding and reaction. This will open up a new, exciting view of co-operation and enable you to find better solutions that are acceptable to both parties.

8th INTERNATIONAL CONTROLLER CONGRESS

INNOVATIVE CONTROLLING SOLUTIONS



On 17 March, the 8th International Controller Congress took place in Poznań, Poland with international speakers and more than 100 guests. The topics covered included working capital management, volatility, modern budgeting, as well as new challenges and tools in planning and controlling.



Anna Włodarczyk,
ICV office Poland, member
of the ICV team PR /
new media, Poznań.

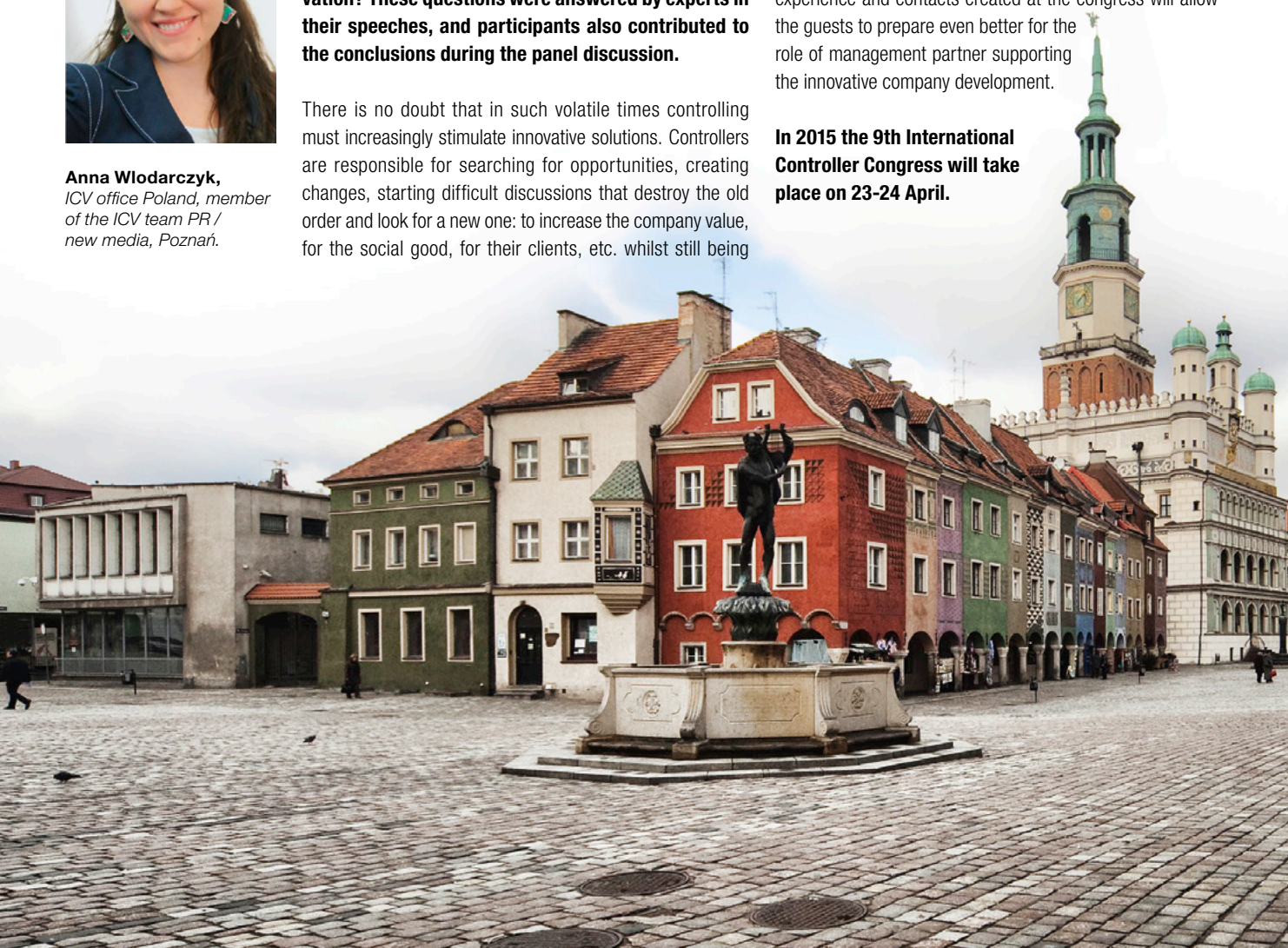
One main topic of the congress aroused controversy: What's the connection between controlling and innovation? Can controlling be innovative? Should it be innovative? And if yes, how? What exactly is an innovation? These questions were answered by experts in their speeches, and participants also contributed to the conclusions during the panel discussion.

There is no doubt that in such volatile times controlling must increasingly stimulate innovative solutions. Controllers are responsible for searching for opportunities, creating changes, starting difficult discussions that destroy the old order and look for a new one: to increase the company value, for the social good, for their clients, etc. whilst still being

responsible for the financial results of the company and in charge of the corporate social responsibility.

The congress organising team hopes that the knowledge, experience and contacts created at the congress will allow the guests to prepare even better for the role of management partner supporting the innovative company development.

In 2015 the 9th International Controller Congress will take place on 23-24 April.





On 11/12 April 2014, 16 controllers from the regions of Greater Poland (Poznan), East Poland (Lublin) and Berlin-Brandenburg met in Lübbenau (D) in the Spreewald to learn to know more about Big Data and to evaluate potential applications for controllers.

Three preparation groups, always consisting of controllers from both Poland and Germany, had met previously in Poznan and Berlin to prepare the topics and to present at the meeting:

- What is Big Data and how does it differ from Business Intelligence?
- From Big Data to one-page only
- How can companies challenge Big Data?
- Risks/opportunities for controllers and society

The presentations and discussions were for the first time all held only in English. This was an unusual step but everyone got used to it in the end (and, wherever necessary, colleagues helped one another with a missing word here and there!)

After the presentation the participants split into working groups, only interrupted by a boat ride on the Spreewald canals, a perfect spring activity!

In the evening there were a lot of opportunities to learn from each other, to meet and to exchange ideas – overall, a successful working group session.

The next meeting of the English-speaking German-Polish working group will take place on 5 June 2015 near Poznan. The preparation groups will meet on 8 November 2014 in Berlin, and after that once or twice in Poland or Germany.



Robert Panufnik,
Head of the working group
Gdansk.



On 20 September 2013 in Gdansk, the first Polish-Russian ICV working group conference took place. The main topic was “Business environment supporting and reducing controlling concepts in companies in Kaliningrad Oblast and Poland”. The idea was born some time ago, when Robert Panufnik (Head of the Gdansk WG) talked to Valenin Usenkov (Head of the Kaliningrad WG) about good practices of the Poznan WG when it comes to organising workshops with the Berlin Brandenburg WG. They realised that because their cities are close to each other there is a necessity to organise such conferences in order to exchange controlling knowledge in our community.

After welcoming the guests, Valentin Usenkov pointed out that Kaliningrad Oblast is very specific within Russia, both

from an economic and a controlling point of view. You have to remember that the position of controller is not common in Russian enterprises, and that knowledge of the concept as such is rather limited. But we noticed that, thanks to the work and commitment of Valentin Usenkov, the situation is much better in Kaliningrad Oblast than in the rest of Russia. Among the participants were, above all, company owners and CFOs. Without their belief in controlling ideas it would not have been possible to introduce these ideas to the companies in the area.

One of the speeches was presented by the CFO of a restaurant chain in Kaliningrad. The psychologist Katarzyna Molas gave a lecture on “A modern manager – management quality and company results”. The next part of the meeting was a discussion on daily problems of the participants – problems with developing and introducing controlling system in their enterprises.

ICCC INTERNATIONAL CONTROLLING CONFERENCE IN CROATIA

THE MOST IMPORTANT CONTROLLING EVENT IN THE COUNTRY



The Croatian economy is still combating recession, and it is not expected to start recovering until 2015. Economic experts are constantly emphasising that we urgently need foreign investment and exports if we are to achieve substantial progress. And let us here add something undeniable – for this to happen, the Croatian economy (first and foremost) needs modernly developed controlling! In this regard, each piece of expert advice and example of best practice is more than welcome.



Jasmina Ocko,
Controlling Consultant,
Kognosko, Leader ICV
working group Croatia

Until now, those who wanted to keep up with the latest trends in the development of controlling, an area in which Europe is a leader on the global scale, had to go abroad. But now significant progress has been made. Last autumn, the Croatian economy, and particularly its controller scene, welcomed a new and exceptional international expert meeting.

Under the auspices of the ICV and with the cooperation of its numerous members, an extremely successful and well-attended international controlling conference, the first of its kind in Zagreb, was organised, entitled. "THE MISSION OF CONTROLLING: SUSTAINABLE GROWTH."

Can controlling help us recover and grow in a sustainable and healthy way? This was one of the central issues discussed during the conference on which speakers from all over Europe gave their opinion and communicated their experience.

The whole world is recovering from the economic crisis, many lessons have been learned and they should not be repeated. At the end of the conference it was concluded that, in this regard, controlling today plays a more important role than ever before.

Thanks to the colleagues from ICV, as well as other presenters who selflessly shared their knowledge and experience, over 150 participants were given the opportunity to enrich their work and promote their controlling in the most efficient manner. Judging by the participants' reactions, the effects in practice will be significant. This certainly gave us a lot of impetus and strength to immediately start planning the next conference, which will take place on 5th November 2014, also in Zagreb.

With this we are continuing our mission to raise awareness of the possibilities controlling has to offer to modern tools and



International conference Speakers (from the left to the right): Walter Schmidt, Valentin Usenkov, Jost Faganel, Jasmina Ocko, Mario Korbar, Dragica Erculj, Aleksandar Socha, Pasko Anic Antic, Snezana Gudelj.

modern management. Learning, the transfer of knowledge, and collecting best practices from the most developed economies is a permanent imperative that leads us in our efforts, and perseverance is the only way in which we can make our mark on the Croatian economy through a longer period of time.

For this reason, the autumn conference in Croatia will welcome a member of the Supervisory Board of ICV, Mr Hendrik Vater. Mr Vater's visit is connected with another exceptional event – we have recently published his book "IFRS for Managers and Controllers" in Croatian. Bringing international accounting standards to controllers and managers is a major and ambitious venture that aims to complete their comprehensive training. Therefore, we will also use the conference as an opportunity to promote this excellent book, and numerous interested readers will have the opportunity to spend some enjoyable time with the book's versatile author.

Once again, Mr Herwig Friedag will come to Zagreb to share his experience as a controller. After a great ICV workshop held in May, called "BSC is management, not measurement," we look forward to a new presentation from Mr Friedag. A brilliant presentation of controlling in practice will be given by Małgorzata Podskarbi, a controlling director from Poznań. We will also learn about an example from Spain from the head of the Spanish ICV working group, Ulrich Müller Bosom, controlling consultant and trainer.

The novelty of the conference will be the connection of German controlling with American business practices,

which are more focused on managerial accounting. For this purpose we will welcome Mr Raef Lawson from the IMA Institute of Management Accountants in New York. And those are just a few of the great presentations that will see this autumn in Zagreb. There is no doubt that this conference will be a real controlling holiday in Croatia and the place to be for anyone who wants to keep abreast of best global practices.

The true path to the recovery of the Croatian economy requires not only new economic measures and changes in the mindsets of politicians, but also significant changes in thinking and business practices in terms of universal acceptance of the controller management mode and way of life.

In Croatian companies controlling is still seen as a discrete, administrative and static function. The controller is merely an analyst mining through billions of data in search of the right information. Relations with management are still "at a distance", and managers still have "their own way". It is not yet clear how many options controlling has to offer in terms of better resource management, more effective asset management, protection from low-quality investment, and as the first line of defence against theft and misconduct.

These are precisely the reasons that make us persevere in the idea that step by step we can change the established ways of thinking and foster the belief that controlling is indeed an inner voice and the common sense of the economy. Simultaneous interpretation into English will be provided for the conference, and you are all cordially invited. Welcome!



Jasmina Ocko with Dragica Erculj, leader ICV Working Group Slovenia and Dr. Walter Schmid, member of the Supervisory Board of ICV.

NUMBER 2

IN CONTROLLING

Funky controlling all around us! 300 controllers in one place!



Controllers as business partners help management to fulfil companies' profit targets. They can be a key driver of new management models and their efficiency – that was one of the major impressions of the 2nd ICV Congress of Controllers in Serbia.



Bojan Šćepanović,
Head of the ICV working
group Serbia

The congress, under patronage of ICV – the International Controller Association, was held at Belgrade's Crowne Plaza hotel on 20th May under the motto of "Funky Controlling". It was attended by 300 controllers and finance directors!

There were eight outstanding speakers who tried to pass on their controlling knowledge and experience to the congress participants. Everyone was on the edge of their seats trying to remember as much as possible so that they could later implement those ideas in their own companies.



The speakers were:

- ▶ **Bjarte Bogsnes,**
Vice President Performance Management,
Statoil ASA
- ▶ **Marija Švigir,**
psiholog, MCB Menadžment Centar Beograd
- ▶ **Slobodan Žepnić,**
CFO, Henkel
- ▶ **Denis Petrović,**
partner, Controller Institute Austria
- ▶ **Natalija Mihajlović,**
Head of Controlling, Siemens
- ▶ **Mina Mićanović,**
General Manager, Poslovna Inteligencija
- ▶ **Ivan Dačković,**
Head of Controlling, Societe Generale
- ▶ **Ivana Milić,**
CFO, Microsoft

Following the introduction by the event organiser, Bojan Šćepanović, president of ICV Serbia, the congress started with a presentation titled "Beyond budgeting". It was given by Bjarte Bognes, the first man in controlling in the Norwegian company Statoil, and really caught everyone's attention. He was trying to convince controllers that the concept of budget as they know it is history.

Natalija Mihajlović focused on project controlling. Controlling is supposed to provide management support during the whole project, starting from planning until the end of the project. As they have lots of new projects at Siemens, Natalija presented all phases of project controlling, how those projects are divided into categories and what calculations and analyses they use to determine if the project is successful.



He pointed out that we need a new philosophy in budgeting which would respond to the ever-changing market in which long-term planning is no longer effective.

For controllers, IT and ERP software are a necessity. Mina Mićanović gave examples how important is to have forecast reports and how software programs can make that happen.

Bjarte Bognes (left) and Denis Petrovic (right) gave lectures at the ICV Kongres.

Marija Švigir talked about psychology in controlling and about the most common types of communication in the business world. Only 7% of our communication happens through words. The rest is about how you say it and non-verbal communication. She showed a video clip about body language among world leaders and how they use it to show their power.

Controlling in banks is a little more specific than in other companies. Ivan Dačković showed what sorts of financial analysis they use at Societe Generale. Among others, he showed controlling tools such as "4 windows form", instant analysis and standard reports for top management.

Financial and management reporting were the focus of Slobodan Žepnić's presentation. He explained what the reporting process looks like at Henkel, how often they prepare those reports and what types of report they most commonly use. He showed some calculations they present in their reports and how they help management in decision making. What was perhaps most shocking to everyone was that they outsourced their bookkeeping to the Philippines.

Ivana Milić came from Microsoft in order to share and pass on her own experience in controlling. At Microsoft, a good synergy between Finance, IT and HR is key to success. To make good decisions consistently, all those aspects need to work as one. In addition, Ivana gave examples of processes and tools that she uses in her controlling department on a regular basis.

In his presentation, Denis Petrović talked about controlling proceses, how they have developed and which ones are used most often in companies. He explained the controlling mission to the participants and how strategic planning is key to making good business decisions. He also mentioned which tools help controllers the most in boosting a company's business.

Because conferences are not only about learning but also about networking and making new contacts, we had three half-hour breaks and one for lunch. During the first one, we had a "speed-networking" event. There, people could introduce themselves to large number of colleagues and exchange contact details and business cards. Ultimately, perhaps, one of the most valuable things for our controllers is getting to know their colleagues from other companies and departments and exchanging experiences with them.



Even before the end of the congress, participants started to enquire when the 3rd ICV Congress was going to take place. All 300 of them were more than satisfied to have attended this event, and at the end of the day they took home nothing but good impressions.

KAREL HAVLÍČEK - TRENDS IN THE CONTROLLING APPROACH IN SMALL AND MEDIUM BUSINESSES IN THE CZECH REPUBLIC

BUSINESS MANAGEMENT PROCESS BASED ON THE M-C MODEL



Doc. Ing. Karel Havlíček,
Chairman of the
Association of Small and
Medium-Sized Enterprises
of the Czech Republic

In the past twenty years, doing business in the Czech Republic has undergone unprecedented changes, which have fundamentally affected the methods of managing company processes. Proven theorems, valid for many years, often become mere quotes, and long tried and tested plan and risk management systems cease to function. Models that have worked for two decades are now failing – not because they are wrong, but because we cannot apply them in an environment characterised by extraordinary change. The fall of the Iron Curtain, the advancement of former “third world” countries, technological and communications capacities, the affordability of transport to every continent, the European economic integration, and last but not least, the consequences of the world’s biggest economic crisis of the past decades, are completely changing well-established procedures. We are conquering new territories, but we also forced to defend ourselves from producers from countries previously unknown. However, a fundamental change in managing corporate processes, not only in the Czech Republic but in all the post-communist countries, consists in an entirely different proportion of offer and demand. Whereas in the 1990s, shortly after the Velvet Revolution, the demand was high above the offer, the proportion was quite the opposite ten years later. At present, along with most of the advanced world, we speak of a so-called hyper-competitive environment. It is characterised by a tenfold excess of offer over demand.

Business management has progressively evolved in the context of these changes, including SME (Small and Medium Enterprises). The first half of the 1990s saw production management, based on planning sufficient production capacities. The market was so under-saturated that practically anyone with quality production thrived rather well. The latter half of the 1990s was under the sign of financial management, characterised by securing sufficient funds. Unlike the post-revolution era, it was not as easy to ensure bank credits as a consequence of the arrival of multinational bank owners. That was when the management started using simple financial controlling, but it was more financial auditing, that is, mere monitoring of the company’s condition by means of financial indicators. The turn of the millennium was under the sign of sales-marketing management, based on quality market research, environment analyses, and sales and marketing planning. As a result of a global boom, the first half of the

2000s was under the sign of an easy ride based on change management, with an emphasis on innovation management. However, another shift in business process management occurred with the advent of the global economic crisis. Even small and medium enterprises began to realise that business was not only about plans, visions and innovations, but that every period of growth requires preparations for worse times and balancing of goals and visions with consistent controlling connected with risk management. This leads to full corporate process management based on planning, management of future deviations, and proposals for measures for potential crisis scenarios, referred as to the M-C model, based on management and controlling.

The M-C model is a simple, logical process bound across company departments, which has to be designed in two mutually interwoven domains: planning management and controlling management. It is an interdisciplinary perspective of business, which has to be perceived comprehensively, not as separate activities. The basic step towards successful management of any company is the focus on objectives. However, without good and timely suggestions, checks and searches for alternative solutions, this entity is exposed to risk. Determining measures to eliminate a problem means intensive interconnection with creation of plans. It is a closed process, in which the success of the entire company is significant, not the winner among competing company departments. Being able to manage these processes means to understand the essence of creating plans, the role of controlling operations and their connection to risk management, as can be seen in Figure 1.

MANAGEMENT

Consistent planning is its foundation. The first step of planning is the development of a strategic plan. It describes the current state of the company in critical business areas and sets long-term objectives whose method of fulfilment is expressed using strategic scenarios. Strategic plans typically also include a vision and a mission. Once strategic objectives are set, one can start creating operative plans at the company department level. They are typically elaborated in the form of a marketing, sales, financial, innovation and HR plan, and possibly production and quality management plans, etc. Operational plans are made for one year; they contain measurable and clearly specified goals, and correspond to the de-



partment in which they are developed. Operational plans are the basis for financial budgets for revenues and costs (P/L Plan), cash inflow and cash outflow (CF Plan), and assets, equity of shareholders and liabilities (Balance Sheet Plan).

CONTROLLING

Goals set in operational and strategic plans have to undergo systematic monitoring; the focal point of controlling should consist in the estimation of fulfilment or failure of future goals, not only in stating the results. Any anticipated deviations have to be projected in the financial management on an ongoing basis and thus we need to express the real impact on key financial indicators and the company position in qualitative terms. The basis of controlling is therefore a comparison of the results actually achieved through planning, research and subsequent settlement of deviations. The latest trend in the Czech concept of process controlling is to base the estimation of future financial deviations not on financial but on managerial accounting, which provides a more objective view of the company's overall condition. Managing future deviations and proposing measures brings us to the risk management phase, which is included under controlling

operations in SME management. The bases for strategic controlling are a strategic plan and strategic goals, and their main purpose is to maintain the company's long-term stability. Strategic goals are evaluated based on qualitative parameters above all. On the other hand, operational plans and short-term goals are the starting point for operational controlling. It focuses on managerial planning, control and evaluation of profitability, liquidity, indebtedness and activity indicators, based on quantitative parameters.

Doc. Ing. Karel Havlíček, Ph.D., MBA is the Chairman of the Association of Small and Medium-Sized Enterprises of the Czech Republic, and Dean and Ass. Professor at the Faculty of Economic Studies of the University of Finance and Administration in Prague. For many years he has also headed Sindat Group, an industrial holding of small and medium companies. He has authored several books and hundreds of professional articles. He is also the author of the M-C model for SME management, on which he lectures at many universities world-wide and which he has implemented practically in numerous small and medium companies.

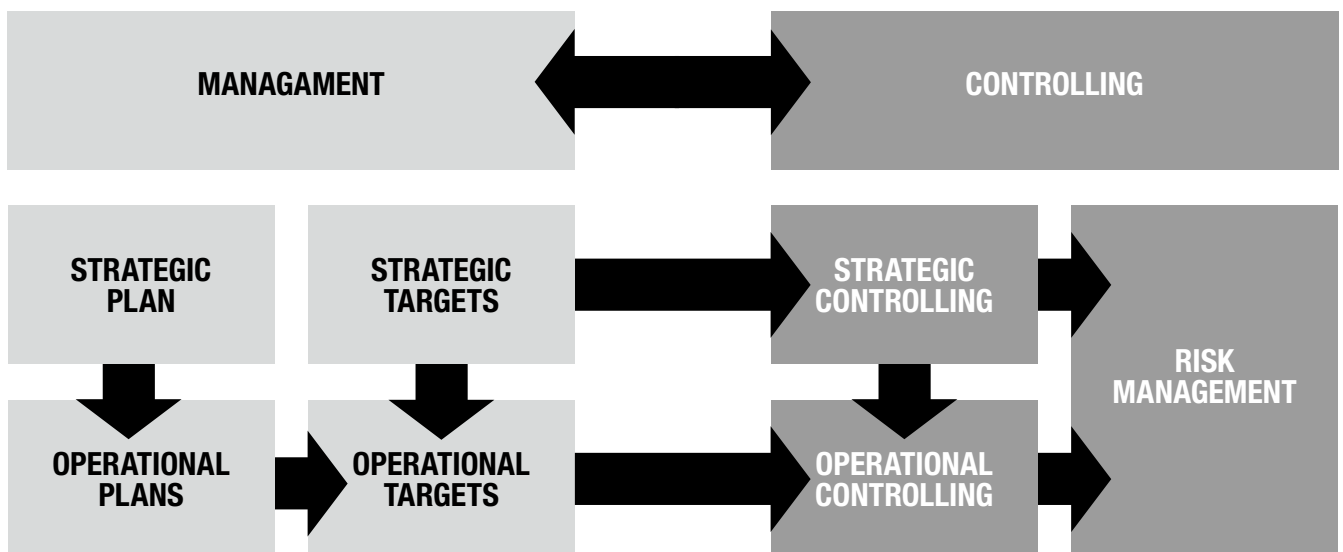


Figure 1: Business Management Process based on the M-C Model (Source: Karel Havlíček, 2009)



CONTROLLING IN BELARUS

DEMAND FOR CONTROLLERS AND FOR EXCHANGING EXPERIENCES WILL INCREASE



Vladislav Talkach,
IPM Business School
Minsk

Belarus – a country with 9.5 million inhabitants is geographically situated between Poland and Russia. It is of economic importance that 50-60% of the Belarus GDP is still produced by non-private national enterprises, a figure which, 5-6 years ago, even used to be 70-80%. The private sector has surged in the mid-90s, however, not by means of national privatisation but by private initiative of the “new entrepreneurs”.

Right now, the national interests are focusing on the field of oil manufacturing and chemistry, mechanical engineering, agriculture, food and textile industry and the production of building material. The private capital is mainly concentrated in the IT industry, retail sale and services. The key export goods of Belarus include oil and chemistry products, machinery (trucks, tractors), domestic appliances, furniture, food and IT products. The main trading partners are Russia and the Ukraine, where Belarusian products enjoy a high reputation especially due to their favorable price-performance ratio.

The political system has not changed since 1994 – President Alexander Lukashenko is supported by more than 40% of the voting population in spite of his authoritarian leadership style. For 20 years the opposition has almost never been able to get access to public media or to be represented in Parliament.

In addition, one may say that in Belarus two separate worlds exist next to each other: 50% of the people are still living in the Soviet Union (also mentally), are working in national industries, prefer stability for their personal lifestyle and have been voting for the same politician for 20 years. The other 50% of the people earn their money in private companies, but consider themselves as middle class, although with a politically passive attitude.

THE FINANCIAL CRISIS HAS CAUSED A BREAKTHROUGH IN PRIVATE ECONOMY

Controlling does not really take over a function in the national sector of economy. The great national enterprises usually have their own accounting departments as well as planning and cost management departments. The typical employee there is a respectable lady, 45-55 years old, thinking backwards and being truly conservative.

The demand for controlling has, however, not become very strong in the private sector over the previous 10-15 years. Companies were growing fast, profit margins were high and the market was able to swallow most of the mistakes of entrepreneurs who, nevertheless, were able to make their money. Typical entrepreneurs used to run various businesses in different industries simultaneously (e.g. beverage production, transport services, building material trade and in addition a small restaurant – possibly for the wife).

The financial crisis 2008-2009 has, in contrast, changed the situation considerably. Nowadays, many companies have very good management accounting, try to work with rolling forecasts and invest a lot of money in the financial expansion of “non-finance-sectors” such as production, marketing and logistics.

However, the controller's functions are considered to be monitoring, safeguarding and even opposing. The controller is rarely seen as navigator or business partner. Cost control is the central issue of work consuming up to 80% of the working time. Moreover, the "positive perseverance" practiced further West with regard to communication between functional manager and controller (monitoring function) cannot be found very often. This position is normally given to a former accountant with a more backward (What has happened already?) and not forward thinking and viewing attitude (What can we expect?).

Nevertheless, there are already companies with a "correct" understanding of the function of "controlling" (as a navigation and business partner function) working with modern high-tech IT systems. They are used to compete in international markets with a sales volume of more than 20 million euros. These companies work with very detailed accounting systems, rolling forecasts and clearly defined KPI's for each position on the organisation chart.

SUBSIDIARIES: GOOD SCHOOLING FOR CONTROLLING EXPERTS

Junior controllers in Belarus are usually educated at universities (Economics / Auditing / Management Accounting). A few subsidiaries of European companies, such as Austria Telekom, Henkel, Heineken, Carlsberg, Raiffeisen, also provide a very good school of experience for employees who, later on, change to local companies. Further training for experts in the fields of Management Accounting / Controlling is offered by 3-4 local business schools (e.g. IPM Business School) as well as by big international auditing companies. Since 1999, IPM has been responsible for distributing the German Controlling Philosophy, and approximately 5,000 students have already graduated since then. Most of the literature on management accounting has been written by Anglo-Saxon authors (USA, UK), and the ICV is unfortunately almost unknown in the market.

It can definitely be assumed that the demand for professional controllers will increase within the next few years, also including the demands of controllers for professional exchange of experience amongst each other.

STRATEGY CONFERENCE IN KALININGRAD



The 7th International Controlling Conference Kaliningrad on 13th June 2014 was organised by the Club of Controllers as a "Strategy Workshop". Prominent lecturers were Dr. Adrianna Lewandowska, ICV board member from Poznan (PL), and Dr. Herwig R. Friedtag from Berlin.

With a lot of interest, interaction and fun, the 40 participants, alongside many company owners from the Kaliningrad region, designed a company strategy for an imaginary start-up company. Based on this example, they discussed actions to realise their strategy and measuring figures. The workshop, including the lecture and lively debates, was interpreted live from English to Russian by Valentin Usenkov, President of the Club of Controllers and ICV member.



Valentin Usenkov,
*Head of ICV working group
Kaliningrad*



ROOTING THE ICV CONTROLLING PHILOSOPHY IN EUROPE

Controlling as known in German-speaking regions was definitively influenced by Albrecht Deyhle and the International Controller Association ICV. The ICV's internationalization strategy is aimed at rooting this controlling philosophy in neighboring countries. The International Controller Association is meanwhile represented in 15 European countries.

The ICV offers the opportunity to exchange ideas both within these countries and across borders. The association translates its most important publications for controllers in these countries into English or, in some cases, the relevant national language. In doing so, the ICV supports international groups with their expansion into Europe and the development of the local controlling expertise this entails. Thanks to its members in those countries the ICV can draw on an excellent network of specialists who are familiar with general local economic and intercultural conditions. The ICV is able to establish contacts locally, which can also be used in recruitment assignments.



Member benefits

- Access to controller know-how at international level
- Contacts to controllers and CFOs in Europe
- Working group meetings as practically focused, free further education
- Co-authorship of future-focused controlling concepts and tools

The ICV working groups outside of the German-speaking countries:

BOSNIA & HERZEGOVINA

Slavko Simić
bono@blic.net

BULGARIA

Denko Yamboliev
denko@excite.com

CROATIA

Jasmina Očko
jasmina.ocko@kognosko.hr

ESTONIA

Prof. Toomas Haldma
toomas.haldma@ut.ee

HUNGARY

Budapest 1
Ervin Nemesdy
nemesdy@mce.hu

Budapest 2

Andreas Kovacs
akovacs@mcskft.hu

POLAND

Gdańsk
Robert Panufnik
r.panufnik@gmail.com

Katowice

Anna Jarkulisz
anna.jarkulisz@arcelormittal.com

Kraków

Dorota Gołąb-Beltowicz
dbeltowicz@bonifratrzy.krakow.pl

Łódź

biuro@icv.pl

Lublin

Paweł Rafalski
pawel.rafalski@solet.pl

Poznań

Dr. Dariusz Gulczyński
dariusz.gulczynski@icv.pl

Szczecin

Aleksander Socha
aleksander.socha@ramirent.pl

Toruń

Andrzej Derkowski
andrzej.derkowski@icv.pl

Warszawa

Karol Sikora
karol.sikora@icv.pl

Wrocław

Honorata Ulatowska
honorata.ulatowska@icv.pl

Zielona Góra

Małgorzata Lepak
malgorzata.lepak@icv.pl

ROMANIA

Cristina Hodea
cristina.hodea@gmail.com

RUSSIA

Kaliningrad
Valentin Usenkov
zhoom@mail.ru

SERBIA

Bojan Šćepanović
mcb@eunet.rs

SLOVENIA

Dragica Erčulj
dragica.erculj@crmt.com

SPAIN

Ulrich Müller Bosom
ulrich.mueller.bosom@gmail.com

UNITED KINGDOM

Milena Heim
milena.heim@gmx.net

ICV MAIN OFFICE, GERMANY

Münchener Strasse 8
82237 Würthsee, Germany
www.controllerverein.com
verein@controllerverein.de

Size does not matter after all!

Controller Award 2015

Did you implement an exemplary controlling solution?
For a medium-sized business or a major corporation?
Did your project contribute to the success of your company?
Then take the opportunity and submit your project to the
Controller Award 2015. Endowed with € 5000.
We wish you every success!



The Controller Award 2015 of the International Controller Association (ICV), rewarded with €5,000, will be awarded for an exemplary controlling solution. The award will be presented at the 40th Controller Congress on 20-21 April 2015 in Munich.

The selection of the best controlling solution is based on the controller's mission statement defined by the International Group of Controlling (IGC). An exemplary controlling solution has to meet the following criteria:

- it contributes to a significant change which has been tested in practice,
- this change affects not only the controlling department, but contributes to the success of the whole company,
- the change has been developed by controllers in-house and represents an innovation.

To take part in the competition a questionnaire (online at www.controllerverein.com/Awards.158549.html) has to be completed with some detailed information about the project. The documents will be evaluated by a jury consisting of Prof. Dr. Andreas Seufert, Hillert Onnen, Mag. Hubert Tretter and Dr. Luc Schultheiss under the supervision of Prof. Dr. Dr. h.c. Jürgen Weber.

Entitled to participate in that competition are controllers who implemented a project within the last 12 months either in a profit or a non-profit organisation. The project must not have been published nor entered into any other competition. Deadline for submission of your exemplary solution is 30th January 2015.

For further information, please visit the ICV website or contact Prof. Dr. Dr. h.c. Jürgen Weber, Chair of Management Accounting and Control, WHU Vallendar, by telephone on +49-261-6509 471.



**Jetzt Gratis-Exemplar
anfordern!**

Profitieren Sie von der meistgelesenen Fachzeitschrift für Controller

Erfahren Sie aus erster Hand, welche aktuellen Trends und Entwicklungen Controller bewegen. Das Controller Magazin zeigt Ihnen auch, wie Sie die wachsenden Anforderungen in Zukunft meistern:

- > **Topaktuelle Fachbeiträge** von Controlling-Experten
- > **Erfolgsbeispiele, Erfahrungsberichte und Handlungsempfehlungen**
- > Zahlreiche **Tipps** für Beruf, Karriere und Weiterbildung
- > **NEU:** Online-Archiv mit allen Ausgaben seit 1975 exklusiv für Abonnenten

Überzeugen Sie sich selbst und fordern gleich Ihr kostenloses
Kennenlern-Exemplar an: www.haufe.de/controllermagazin



HAUFE.