



International
Association of
Controllers

(IAC - ICV)



International Work Group 2020

**come together,
work together,
learn together,
develop together**

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Europe is more than an idea. Europe is more than a huge market. Europe is our future!



European companies have a great advantage: they act inside the biggest market of the world. This market consists of more than 500 million people, therefore companies need to know the different cultures of Europe, cultures of different customers, as well as different cultures of management. Finally we, as controllers, have to learn to live with these different cultures as well. It is part of our business.

Within the European ICV organisation we have built an international, English speaking ICV-work group that is open to experienced controllers and consultants from all countries.

Head of the work group is Romina Oreskovic (HR), Group Finance Director at ORBICO GROUP, a Croatian enterprise (mail: romina.oreskovic@orbico.com).

She is supported by the work group's leadership team:

Dr. Herwig Friedag (D), a highly experienced consultant with over 25 years of expertise (mail: consult@friedag.com), Mariusz Rzeźnikiewicz (PL) mail: mr@mr-con.com and Anna Wieloch (PL), mail: andys@vestas.com.

Below is some information about our intentions, our work in the last years, our learnings and the advantages of our target companies:

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Work group members:

We are ICV members (exclusively) with at least 5 years of professional experience as controllers or consultants, by both groups seen as (internal) advisors in the company. Controllers should increasingly work as internal consultants in the company. This is to be professionalized in the work group.

Actually the work group members are coming from those countries:

Croatia (3), Germany (3), Poland (4), Slovenia (3), Romania (1), Russia (1), Serbia (1)

Work group participants are responsible for their own travel costs.

Area of focus:

Every year one company will be analysed in order to provide the target company with ideas, suggestions and proposals (but not end-to-end management consultancy) for modern management in all areas of the company.

Target company:

Companies from all countries within Europe may apply to be considered for this ICV support. Besides hotel, meeting rooms and meals, the company will not incur costs (<10k€).

If several applications are submitted, ICV corporate members will have priority.

The work group's leadership team will make the final decision about the target company.

Employees from competitive companies may not participate in the workshops.

Participants in the work group will have a duty of confidentiality about its work.

Participants in the workshops must agree to obtain the consent of the work group's leaders prior to accepting paid work as consultants for the target company.

A brief summary of the work group's results – in agreement with the target company – will be published on the ICV's home page.

Advantages for the target company:

Companies from all countries within Europe may apply to be considered for this ICV support and will enjoy normally very expensive advantages:

- + “opening the sight” for new solutions
- + learning from the experience of an international team, consisting of experienced experts in controlling / consulting

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The sequence of our work is based on three personal and many remote (digital) meetings:

1. Get-to-know-workshop

The dates for 2020 are already fixed:

Friday, April 24th 2020 and Saturday, April 25th 2020

1. On this Friday the participants will take a guided tour through the target company. When doing so, the company's management will request assistance with up to four subject areas.

Afterwards and on Saturday morning work group-teams (each consisting of between 4 and 6 participants, at least one manager from the target-company in each team) will be formed to address these subject areas.

2. Preparation time (nearly 6 months):

The 3 – 4 work group-teams will work independently to address their respective subject area. Internal communication will take place via Skype, telephone conference calls, etc., although personal meetings are also possible.

3. Exchange-meeting

Saturday, Sept. 26th 2020 , only ICV-members:

On this Saturday we will go on further with the team-work and in the afternoon we will present the results of our team-works. Afterwards the work group-teams may be changed for getting different views and ideas to our client.

For those who do not know the selected city we will organise a tourist-program on Sunday. The meeting will occur in a central European city so the travel will not be too expensive in terms of time and money. For this exchange-meeting at least one person of each team must be present, better of course all participants of the international work group. However attending this weekend is not obligatory.

4. Results-workshop

Friday, Nov. 06th 2020 and Saturday, Nov 07th 2020 :

The teams will present their respective solutions internally, then discuss them in the overall group in order to obtain feedback and additional considerations.

On the second day the results will be presented to the company's top-management (Owner, CEO).

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Examples for our work:

The members of the international work group can help you to find solutions or at least information to answer for instance the following questions:

Country knowledge

- What should we do to start production in a new country XYZ?
- What is the best way to open a (sales) company in XYZ?
- What kind of taxes we have to pay in XYZ?
- With which kind of products we should start in XYZ?

Reporting / Controlling

- Which are the most important figures (KPI) for our company?
- How should we organise controlling without spending too much?
- We need a smart reporting system – how to manage it?
- Employees engagement improvement with reporting philosophy
- Controlling processes optimisation by professional controlling concept (better quality of management information reporting, analysis, communication)
- How to get efficiently and up to date Management Reporting?
- Do you have proposals for the improvement of our sales-force?

Processes

- Could you give help to save costs in our processes?
- How to install an easy system for liquidity?
- Are our processes reliable and effective or can we improve by reviewing our core processes?
- How to improve a modern project management?

Financial resources

- Working Capital Management
- How to get more liquidity for my company?

IT-support

- Can you assist and recommend implementing a new ERP System to automatize processes and workflow?
- Are there any IT projects that we need to implement to improve efficiency, transparency and to be prepared for the future advantages?

Human resources

- What changes in our organisation are needed to provide a work area that enables us to successfully face future opportunities?
- How can we use public media for our business?

Strategy

- What are your recommendations to initiate a strategy-process?
- What is the best way to start a Balanced Scorecard?
- Set of KPI for achieving strategic goals
- Modern profitability analysis for strategic decisions (products, customers, regions etc.)
- How could we pay more attention for innovation?
- How to implement new product ideas? - R&D-Controlling

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Experiences:

In the last years we have been working for these target companies:

2015: NOMAXtrading, Piekary Śląskie, Poland



We discussed the following topics in three teams:

1. How to enter European markets of meat packaging?
2. Sales controlling as motivation and assessment tool
3. Revision of management KPI's dashboard

We also organized a strategy-workshop for the management.

By the way: as a result NOMAXtrading has been nominated for the 2017 Polish controller price.

The owner of NOMAXtrading wrote the following summary of the experience:

"We would like to say thank you to all of the ICV team as we are highly impressed with their engagement, dedication and hard work. They are wonderful, open and cheerful group of people whose ambition leaves a strong lasting impression.

The team was able to quickly ascertain our strengths and weaknesses which we hadn't seen or didn't want to see. Through this joint cooperation the ICV team had a very positive input on our business.

Thank you one more time!"

Łukasz Janus, Wiceprezes Zarządu, CEO and owner

2016: LUG Light Factory, Zielona Góra, Poland



We discussed the following topics:

1. Integration of customers' needs in sales and production processes, ways to reduce the portfolio, the number of products (if & how).
2. Market design for LUG in 2020: questions to be discussed.
3. One motivation system for all LUG-people + Ideas and ways to improve reputation and internal communication.
4. New organisation with better information / controlling.

„We know: you don't solve our problems. But you gave us a new view how to manage our company. And this is very important for us. And what is the most important: That we change our company from an executor strategy to a responsibility strategy...“

Ryszard Wtorkowski, CEO and owner

„I strongly believe that these days with ICV will have a big impact on our organization in the future“

Eryk Wtorkowski, Managing Director

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2017: MDM, Ljubljana, Slovenia

We are discussing the following topics:

1. Ideas to change company's culture
2. Bring awareness to the people
(cleanliness, speed, working-capital, client-orientation)
3. Excellence in performance / processes
4. Cross-communication inside the company



"The purpose to connect with ICV was mainly control the departments financially, in a mathematical way. But immediately we figured out importance of traditional values, leadership, relationship and emotional intelligence - so figures became as a consequences due to a proper execution of mentioned four facts. Thank you all the ICV team."

Rok Drašler, CEO and owner

2018: AutoDOC, Berlin, Germany

We discussed the following ideas for improving processes:

1. Ideas and recommendations to start B2B-business
2. How to improve logistics
3. the needs of a modern controlling system for AutoDOC
4. Purchasing as a very important factor



"It was an inspiring and extremely collegial collaboration with the ICV's international work group, which resulted in numerous valuable pointers for the further development of our strategy, processes and our controlling systems."

Alexej Erdle, CEO and Executive Partner

2019: TUSGSAL, Badalona near Barcelona, Spain

Our latest project with these topics for the mixed teams of ICV and target company:

1. engagement of staff (stop the silo-thinking in the culture)
2. general corporate standards for structure and figures
3. measurement, criterial, figures for sustainability and csr
(for a better position in tenders and a better future)
4. Dash board (single source of truth)

This project is still on work...



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Learnings

Statements of some members



Edyta: „I am really proud of being a member of such projects.“



Anna: „It always brings smile on my face when reminding the projects we went through...“



Jana: „It is always a pleasure to work with our team“

For more information please have a look at our internet-homepage:

<https://www.icv-controlling.com/de/arbeitskreise/international-work-group.html>,

or contact the ICV international work group leader



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