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Dear Readers,

the summer is over - we're now preparing for the autumn conferences. But we remember the beautiful summer also thanks to you and your pictures with the ICV Bag. Thank you to everyone who participated - great pictures with the ICV Bag are published on the homepage. See for yourself, where the ICV was this summer!

In September we started the series of the autumn conferences and as always we await you there. More information and agendas are available in this issue of the Bulletin and on the ICV homepage: <https://www.icv-controlling.com/en/events.html>. Please help us bang the advertising drums vigorously, let's make the autumn conferences a success together. For decades it has been a tradition that the conferences in the respective regions are intensively promoted by the members of the work groups. One of these conferences is in English: the biggest controlling event in Croatia: "Efficiency and beyond" takes place on November 15 in Zagreb.

One of the highlights of the Stuttgart Controller Forum on October 10/11, 2019 will be presenting the Green Controlling Award.

In the meantime the call for applications for the ICV Controlling Excellence Award 2020 has now started. You and your controlling team can apply by January 31, 2020. The Award for "exemplary controller work" donated with 3.000 EUR will be presented on April 27, 2020 at Europe's largest controlling conference, the 45th Congress of Controllers.

The ICV and SAP started together the Next Generation Finance Benchmarking to help companies make some difficult decisions. Do you plan in your financial and controlling organization the first steps for the transformation? You are unsure where and how to start and which processes should go first? Participation is free, join in! More on the last page.

Much pleasure while reading this Bulletin and have fun at the ICV autumn events! Looking forward to seeing you this season,

Yours
Bulletin Team

Read Controlling International. The special issue of the Controller Magazin is online

You can read the annual special issue of the Controller Magazine on the ICV website.

"Controlling International 2019" collects once again reports and contributions from the ICV controlling world, from Germany and Austria to Spain, Slovenia and Croatia all the way to China.

In the issue:

- Prepare for your future
- Award for exemplary controlling work
- Intelligent process automation
- Future task for controllers
- Controller or machine: Who will come out on top?
- Smart controlling—challenges in Estonia 2019
- Measuring the productivity, efficiency and effectiveness of support services
- International Work Group: On tour again, this time in Spain
- Resource and Process Consumption Accounting (RPCA)
- Management by One Number (MBON)
- Closing the digital gap
- Nampak DivFood lifts the lid on profitability and pricing
- Controller and manager as business partners in Slovenia
- The Benefits of Communication Controlling
- Controlling on fighting with windmills
- A strategy for China
- Developing an effective managerial costing model
- Rooting the ICV controlling philosophy



Read on: <https://www.icv-controlling.com/de/verein/presse/icv-im-controller-magazin-controlling-international.html>

Who will win the prestigious “ICV Controlling Excellence Award 2020”?

Do you have an innovative controlling solution – exemplary, proven and suitable to make controlling more efficient, more effective? – Then apply for the prestigious “ICV Controlling Excellence Award”!

The call for proposals 2020 has now started. Until **January 31, 2020**, controllers / controlling teams can apply until January 31, 2020. The Award for “exemplary controller work” donated with 3.000 EUR will be presented on April 27, 2020 at Europe’s largest controlling conference, the 45th Congress of Controllers (April 27/28, 2020 in Munich).

The winners will be selected by an international Jury headed by Prof. Dr. Dr. h.c. Jürgen Weber, WHU – Otto Beisheim School of Management, Institute for Management and Controlling (IMC), Chairman of the [ICV Board of Trustees](#). The decision is based on the common [controller’s mission](#) of the ICV and International Group of Controlling (IGC). The jury chairman explained: “Exemplary controlling work can give other controllers impetus for a concrete improvement of their controlling. In most cases, the solutions are innovative, show new ways. Important to us is the practical feasibility. We do not focus on brilliant theoretical solutions. It is also important to us that controlling has to become more efficient and / or more effective, not only in the opinion of the controllers, but also the managers.”

In March 2020, the Jury will nominate up to three awardee candidates, who will be invited to the [45th Congress of Controllers 2020](#). The award ceremony is on the opening day, Monday, April 27, 2020. The award is a Congress highlight, the winner presents the excellent solution in plenary session to more than 600 visitors – controlling experts, managers, consultants, university teachers and media representatives.

Winners so far are: Sick AG (2003), Aventis Pharma Deutschland GmbH (2004), T-Online International AG (2005), Kaufhof Warenhaus AG (2006), Hansgrohe AG (2007), Lufthansa CityLine and Wittlinger Therapiezentrum/ Dr. Vodder Akademie (2008), Fiege Gruppe (2009), Bundesagentur für Arbeit (2010), McDonald’s Deutschland Inc. (2011), Otto Group (2012), Lufthansa AG (2013), EliteMedianet GmbH (2014), RWE AG (2015), Covestro Deutschland AG (2016), Edeka Südwest (2017), Robert Bosch GmbH (2018), Unitymedia GmbH (2019).

Detailed information and application documents are available on the [ICV website](#) (www.icv-controlling.com -> The Association -> ICV Awards): <https://www.icv-controlling.com/en/association/awards/icv-controlling-excellence-award.html>



Winners of the ICV Controlling Excellence Award 2019

We will know the winner of the Green Controlling Award of the Péter Horváth Foundation soon

Controllers as business partners are required to actively support the implementation of sustainability targets. In cooperation with the International Association of Controllers (ICV), the most innovative and effective “green” controlling solution for the design and management of ecological strategies, programs, projects and measures in companies and public institutions is awarded each year in order to promote the work of controlling on the “green challenge”.

The award will be presented at the Stuttgart Controller Forum on October 10/11, 2019 in Stuttgart.

More: https://www.icv-controlling.com/en/association/awards/green-controlling-award.html?gclid=EAlalQobChMlwPu5t4qs3AIVAQAAAB0BAAAEAAAYACAAEgJvzfD_BwE

The ICV already invites submissions for the “ICV Newcomer Award”

The objectives of the ICV Newcomer Award are the promotion of young academics in the field of Management Accounting and the transfer of innovative and practicable ideas from the university environment to the active practice of Management Accounting where they can be applied by a huge number of professional Management Accountants.

The deadline for submissions is May 15, 2020. We welcome the submission of theses from any aspect of Management Accounting in either German or English. The ICV Newcomer Award will be awarded on Saturday, November 7, 2020, at the CIB in Berlin.

More: <https://www.icv-controlling.com/en/association/awards/icv-newcomer-award.html>

Autumn regional conferences by the ICV and partners in the German speaking countries



Controlling Adventure Bonn 7.11.2019

The 15th CAB takes place on November 7, 2019 under the motto "On the way to a digital enterprise - first experiences". Among the topics: Successful digitization; Reports of digitization projects (FlixBus, Schnellecke Logistics, Helaba); Empirical observations on digitization in controlling (maturity model digitization); Panel Discussion.

More: <https://www.icv-controlling.com/en/events/regional-events/cab-controlling-advantage-bonn-ger.html>



Autumn Symposium of the DGfM 9-11.10.2019

The Symposium takes place in Frankfurt. Among the top topics: Tools Day: Highlights for Medical Controllers on "Benchmarking" and "Flash Analyze; DRG System 2020; Remuneration System Psychiatry / Psychosomatics 2020

More: <https://www.icv-controlling.com/en/events/regional-events/autumn-symposium-dgfm.html>



Controlling Inspiration Berlin 16.11.2019

CIB Controlling Inspiration Berlin 2019 on 16.11.2019

This year, the CIB is under the motto "Prepare for your Future" and this way continues the motto of the [ICV Congress of Controllers](#). In terms of content, however, the regional conference will focus more on the topics of the SME sector.

More: <https://www.icv-controlling.com/en/events/regional-events/cib-controlling-innovation-berlin.html>



Controlling Competence Stuttgart 21.11.2019

17. CCS – Controlling Competence Stuttgart

The 17th CCS Controlling Competence Stuttgart takes place on November 21, 2019. It's under the motto "Prepare for Your Future". The CCS 2019 offers a variety of offers.

It's about the future of our work: In speeches and workshops, experts focus on the new forms of our work, on dealing with Artificial Intelligence, on sustainability in the economy, on key issues of education and training in controlling & beyond.

The agenda provides an overview of key trends and shows examples of success of leading companies. Secure your personal information advantage and seize the opportunity for annual networking and exchange of experience in the controlling community of your region!

More: <https://www.icv-controlling.com/en/events/regional-events/ccs-controlling-competence-stuttgart.html>



Controlling Insights Steyr 22.11.2019

The 18th CIS Controlling Insights Steyr takes place on **November 22, 2019** under the motto "**Current Trends and Challenges in Controlling**". The agenda gives the participants a compact overview of key trends. You will also experience successful examples of leading companies.

More: <https://www.icv-controlling.com/en/events/regional-events/controlling-insights-steyr-a.html>

7th ICC - INTERNATIONAL CONTROLLING CONFERENCE IN CROATIA

Efficiency and beyond

15. 11. 2019., HOTEL WESTIN, ZAGREB

Organizers **LIDER**  **KOGNOSKO**
www.kognosko.hrPatras 

7th ICC - International Controlling Conference in Croatia Efficiency and beyond

Under the auspices of ICV, Consulting company **Kontroling Kognosko** and **Lider** business magazine are organizing the biggest controlling event in Croatia: "Efficiency and beyond".

Now is the time of global competitiveness, and the only ones who will survive are those who are able to take the maximum, both for themselves and for their buyers. The ideal ratio between quality and price is the essential first step towards a successful result in free market conditions.

Only those who offer quality at acceptable price will, in the longer term, pass the first test on the global market. But much more is required in order to reach the final goal -the right strategy, innovation and the capacity to manufacture goods or services at a cost which will ensure the achievement of a good business result. The secret lies in the balance between productivity, efficiency and effectiveness. It cannot be ensured without a well-developed controlling function.

We are expecting yet another outstanding event in the field of controlling which will offer many practical examples. Mark this event in your calendars and do not miss the largest gathering of managers and controllers in Croatia, and the whole region.

What topics will the conference cover?

What kind of environment will there be in the next decade and what is expected of controlling in this period? Path of development to efficiency – examples of two companies. How to build a team system that is devoted to a common idea. What is more important: productivity, efficiency or effectiveness? A view into the internal software solution which leads to efficiency. For the first time at the conference: controlling in a Croatian hospital. Statistics is in again – the unduly neglected golden tool of good controlling analyses. What must the managers and controllers know about the latest news in IFRS?

Official languages are Croatian and English (simultaneous translation will be provided).

From the contents

As every year, the participants will have the opportunity of hearing two international controlling experts (from Controller Akademie and WHU – Otto Beisheim School of Management). They will talk about the newest trends and the world's topics. Among our guests will be executive directors from Heineken and Stiebel Eltron and they will talk about management challenges supported by controlling.

The two conference stars are the first Head of Controlling in a Croatian hospital and a very popular Croatian mathematician (Algebra). We also believe that the presentation on the internal model for efficiency monitoring will be extremely interesting to all participants. One of the best Croatian trainers for MSFI and HSFI will update us on the news which we cannot afford to miss (Deloitte).

What are the key benefits for participants?

This is the opportunity for all the participants to see and hear the latest achievements in the field of company and organization management. Significant and fast changes on the market force companies to arm themselves accordingly with information which will enable them to adapt to changes and deal with the growing competition. To follow-up on the others, to find out about their solutions and their ways of managing has become an obligation, not just a possibility. Every year, this conference brings numerous examples from the global practice.

Who is the conference aimed for?

Company owners; top managers; sales, marketing, purchasing, production managers; all levels of controllers; analysts; planners; accounting and financial managers; IT experts who work on business solutions as support to controlling (BI, DW, planning).

More: <https://www.icv-controlling.com/de/events/regionalveranstaltungen/international-controlling-conference-croatia-hr.html>

A new work group in Poland: Controlling in Family Business

The work group "Controlling in Family Business" was created in Poland in cooperation with the Family Business Institute. The main goals of the work group are: increasing awareness of controlling (the ICV philosophy) in Polish family businesses, developing a team of controllers supporting family businesses, supporting family businesses in their dynamic development and increasing the profitability of the Polish family businesses.

The Head of the new work group Jakub Tomaszewski, Head of Finance and Operations, Proxy / Group Controller EE and CIS at Hansgrohe, answered 8 questions to encourage controllers and owners to participate in the works of the new work group.

Why is controlling in family businesses important?

Controlling is important in every company. In family businesses, especially in Poland, it has become very important in recent years, as family businesses created after the period of transformation began to develop very dynamically. The free market has supported dynamic development and the structure of companies has not always kept up with this dynamic development. Controlling is of great importance in terms of enterprises for goal setting, performance measurement, ensuring security in decision making, but in family businesses it is particularly important from the perspective of owners. They want to know in which direction their business is heading and whether it is going in the right direction – the one they have set.



What is the level of controlling in family businesses?

The level of controlling in family businesses varies. Like many companies, so many cases, but over the years the importance of controlling is increasing, awareness of controlling is increasing, and the desire to develop controlling departments and develop controlling in family enterprises is increasing. As foreign companies or large Polish companies, family businesses also learn and dynamically engage in expanding knowledge, as well as in implementing controlling processes, building controlling departments and professionalizing controlling in their companies.

What do you think the future role of controllers in family businesses will look like?

The future role of the controller will go in two directions. The first - extremely important - where the controller is a messenger of change, a business partner, who also looks forward, looks for threats, potential opportunities and benefits deriving for the company, looks for a competitive advantage, builds strategies and various scenarios for the future. The second role will surely be protecting the interests of the owners, because we are talking about them here in family businesses. Controllers will be a bridge between the enterprise and the owners, where the controlling department will observe and secure the family governance.

What is the goal of the work group "Controlling in Family Business"?

The main goal is to capture the differences between controlling in a family and a non-family company, choosing the best practice from Polish and foreign family companies that will give us a role and implementation model for other family companies in Poland.

One of the next goals will certainly be to increase the awareness of controlling in family businesses in Poland and their professionalization. If there already is a controlling department in the company – the goal is to develop it and derive knowledge and experience from the ICV in Poland and abroad. The next goal is enabling successors who are to take over the management of a family business in the next few years gain knowledge from the best experts. It is an incredible opportunity to gain direct, practical experience that no book can give us, and this networking and exchange of experience are extremely important here.

What do you need to do to become a member of the group?

You definitely have to work or be the owner of a family business to feel the specifics and to speak on the same level with the entire group. We invite people working in family businesses or successors, or people on the board of the company, who have responsibility, who would like to learn and develop in finance and controlling.

What will be the result of the group's work?

The result will be a publication in cooperation with the Family Business Institute that will show us the differences in controlling in family and non-family businesses. We will also think about a standard - a best practice to be implemented for family companies in Poland.

The second result, which I personally count on very much, will be an increase in awareness and professionalization of controlling in the companies that have already started their adventure with the implementation of controlling, where there are controlling departments, so that they develop according to the ICV philosophy, are as close to business as possible and support the owners as much as possible.

What will the agenda of the meeting of the group look like?

The group's meetings will be as practical as possible, i.e. it will be exchange of experiences with people already working in controlling in family companies, which have already gone through the process of building and implementing controlling - they will share their experiences. But there will also be participants who still face this challenge, who will be able to share their problems and doubts - together we will try to solve them and help as much as possible.

What most important controlling message would you give the family businesses?

Don't be afraid of controlling, because in some family businesses, controlling is unfortunately not associated with what the ICV promotes and proclaims and how we would like to build controlling according to the ICV philosophy. Controlling can really help in business development and in the same way it can help owners to look into and manage a company from their ownership position.

Measure, check and optimize financial and controlling processes: Benchmarking of the ICV and SAP

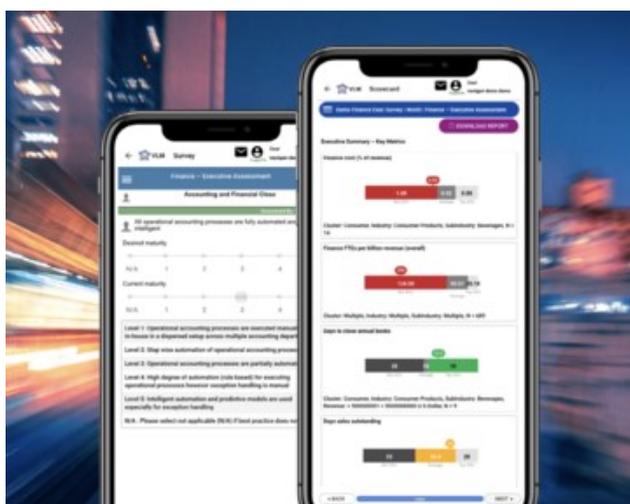


Next Generation Finance Benchmarking

When financial and controlling organizations plan the first steps for their transformation, they are often unsure where and how to start and which processes take precedence. The International Association of Controllers and SAP work together on the Next Generation Finance Benchmarking to help companies make these decisions. **Participation is free: For ICV-members as well as for non-members, for SAP users as well as for non-users.**

Your online self service with immediate results

- Determine in a few steps the current status of the financial and controlling processes in your company and discover potential for improvement by comparing yourself with other companies.
- Support your transformation planning with a comprehensive view of key KPIs and the maturity level of applying best and next practices in your financial processes.
- You receive a company-specific scorecard and a report on the maturity of your financial processes, the status of key KPIs and the prioritization of best practices relative to the peer group.



Why this benchmark campaign?

The ICV and SAP Next Generation Finance Benchmarking Campaign gives companies free decision support to transform their financial and controlling processes. In this interview, Vice Chairman of the ICV Matthias von Daacke, and Jürgen Daum, SAP's Chief Solution Architect / Value Engineer for Finance, presented the background, process, and objectives of the campaign.

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